

The LGHN Chapter Toolkit

Building Leadership, Inclusion & Impact in Local Government

Message from the LGHN Board President

Dear LGHN Chapter Leaders and Members,

The strength of the Local Government Hispanic Network (LGHN) is grounded in its chapters. Across cities, counties, and regions, chapters bring together professionals committed to public service, leadership development, and community impact. Through your work, LGHN's mission comes to life at the local level.

This 2026 Chapter Toolkit builds on the collective experience of LGHN chapters nationwide. It reflects lessons learned from years of programming, partnership-building, mentorship, and service. It is designed to support both emerging and established chapters with practical guidance, adaptable tools, and shared best practices.

Thank you for your leadership, dedication, and commitment to advancing excellence in local government.

A handwritten signature in black ink, appearing to read 'Marcus Steele', followed by a horizontal line.

Marcus Steele, LGHN Board President

How to Use This Toolkit

This toolkit is designed for LGHN chapter leaders, board members, committee chairs, and engaged members. Chapters may use the toolkit as a start-up guide, an annual planning resource, or a reference for strengthening operations and programs. Each section may be used independently and adapted to local context while remaining aligned with LGHN's national mission and values.

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1. Introduction to LGHN

National Vision and Objectives

The Local Government Hispanic Network (LGHN) exists to promote professional excellence among Hispanic/Latino local government administrators and officials serving communities with significant Hispanic/Latino populations. LGHN strives to improve the management of local government, provide unique resources to support ethical, effective, and inclusive public service, and advance the principles of professional local governance. In partnership with organizations such as the International City/County Management Association (ICMA), National Forum for Black Public Administrators (NFBPA), National Association of County Management (NACO), Government Finance Officers Association (GFOA) and other affiliates, LGHN works collaboratively to achieve shared goals and strengthen the profession. [Learn more about the history and establishment of LGHN.](#) *LGHN website and resource links are included in the appendices.*

National objectives:

- Support communities in improving quality of life for Hispanic/Latino populations.
- Increase Hispanic/Latino engagement in local governance through better access to government.
- Promote careers in local government within the Hispanic/Latino community.
- Share knowledge and resources among LGHN members.
- Encourage ongoing education and training in local government administration.
- Build partnerships with organizations like ICMA to achieve shared goals.
- Secure funding from private, public, and nonprofit sources to advance LGHN objectives.
- Explore alliances with Hispanic/Latino professional groups, corporate partners, and affiliated organizations to strengthen collaboration.

Types of Chapters

- **Regional Chapter**
 - Composed of multiple jurisdictions; staff hold membership in both LGHN and the Regional Chapter.
 - Jurisdictions may include unlimited staff members.
 - Chapters can host events and offer programming independently or in partnership with LGHN.
 - Chapter dues are set by the Regional Chapter's forming board.
 - May be in-state regions (e.g. Central Texas Local Government Hispanic Network) or statewide (e.g. Illinois Local Government Hispanic Network).
- **Local Chapter**
 - Composed of a single jurisdiction (e.g. Phoenix Hispanic Network); staff hold memberships in both LGHN and the Local Chapter.
 - Jurisdictions may include unlimited staff members.
 - Chapters may host events and offer programming independently of LGHN.
 - Dues are determined by the number of employees working for the organization.

Benefits of Chapter Affiliation

- **Affordable Professional Development:** Offers a cost-effective way for local governments to provide high-quality training to more employees compared to national memberships. Most professional development webinars, etc. are offered at no cost to members.
- **Unlimited Membership:** Regional and Local chapters allow an unlimited number of members per jurisdiction.
- **Access to ICMA and Affiliates:** LGHN is an ICMA affiliate and provides access to ICMA resources, programs, and professional development opportunities. LGHN maintains relationships with NFBPA, I-NAPA, GFOA and NACA for broader networking and collaboration.
- **Financial Support:** LGHN offers short-term financial services administration to emerging and new chapters.
- **Unlimited Free Job Postings:** Jurisdiction can post jobs on LGHN's job board at no cost.
- **Tax-Exempt Status for Sponsorships:** Chapters can utilize LGHN's tax-exempt status to seek event sponsors.
- **Event Planning Assistance:** Support for organizing chapter events.
- **Access to Programming:** Access to all LGHN programming and networking with other chapters.

Why Chapters Matters

LGHN chapters play a vital role in advancing LGHN's mission by fostering engagement at the local level and serving as a bridge to the national network. Chapters help build leadership pipelines in the state and nationally, strengthen professional connections, and ensure LGHN's goals are achieved through local action and collaboration. Local and regional chapter benefits include:

- 3-4 in-person networking events and professional development programs per year
- Coordination with other local government affiliates to streamline programming and can increase membership program offerings
- Provide local in-person mentorship opportunities

Beyond chapter benefits, LGHN provides scholarships and coordinates with the national affiliates (GFOA, ICMA, NFBPA, etc.) to provide 30-40 hours of webinar professional development and training programming each year, scholarship opportunities for national conferences and certificate programs through our partnerships with ICMA, NFBPA and GFOA.

The Chapter–National Partnership

The following table outlines the distinct roles and responsibilities of LGHN and its Chapters, as well as the shared responsibilities that require collaboration between both entities. This comparison is designed to clarify expectations, strengthen alignment, and ensure effective partnership in advancing LGHN's mission and goals.

Role of Chapters	Shared Responsibilities	Role of LGHN
Local or Regional programming, member engagement, community partnerships, local sponsorships.	Promote cultural competency.	Stand up new chapters.
Promote and advance, with documented results, LGHN's and your chapter's mission and goals.	Build a positive brand for LGHN and the chapter.	Offer short-term fiscal guidance & compliance, sponsorship oversight.
Maintain records of activities and events.	Develop annual chapter workplan.	Operate and assist with membership management databases.
Develop leadership capacity to maintain a pipeline of board and committee members.	Contribute, plan, and participate in conferences.	Website/webpage access and tools, at cost.
Develop members to grow the pool of local government leaders and serve in leadership roles with LGHN and Affiliates.		Maintain and develop professional development programming with contributors.
Identify subject matter experts to speak at LGHN and Affiliates' regional and state events.		

Scope Alignment

LGHN Chapters should ensure their goals and programs align with the national objectives outlined earlier and remain within the responsibilities defined in the table above. This alignment helps prevent scope creep, where chapters assume excessive responsibilities or shift focus away from programming that supports national priorities.

Reflection Questions:

1. Does this program directly support one or more of LGHN's national objectives?
2. Are we operating within the chapter responsibilities outlined above?
3. How will this activity strengthen alignment between chapter and national priorities?

Developing a strategic plan is an effective way to ensure chapter activities align with both national objectives and chapter responsibilities. Section 4 provides detailed guidance on creating a strategic plan that supports this alignment.

2. Governance and Leadership

How to build a strong, trusted, and sustainable LGHN chapter

Governance and leadership are the backbone of a healthy LGHN chapter. When done well, they create clarity, shared ownership, and continuity so the chapter can focus on what really matters: uplifting Hispanic/Latino leaders in local government.

This section explains how to form a chapter, how leadership should be structured, and how to prepare future leaders, all in a way that is approachable and practical.

Steps to Forming a Chapter

Starting a chapter does not need to be complicated. At its core, a chapter exists to serve members locally while aligning with LGHN's national mission. The intent of the list of basic steps below is for start-up of a chapter. As the chapter matures, modifications can be made.

Basic steps to get started:

1. Getting support from your city or county's executive leadership is a vital first step.
2. Identify an Interest Group
 - A small group of committed professionals (5–10 people) who believe in LGHN's mission. Best practice is recruitment of more members at inception for a working Board. If you are a regional chapter with multiple jurisdictions, best practice is to have multiple jurisdictions on the board.
 - Diversity of roles, agencies, and experience levels is encouraged.
3. Select Interim Leaders
 - Identify a temporary Chair/President and Treasurer to guide the start-up phase. Include committee chairs and committee members to assist with the startup. The broader the base of support at startup increases likelihood of success.
 - These roles help coordinate meetings and communication with LGHN.
4. Define Your Geographic or Organizational Scope
 - Decide whether the chapter will be local, regional, or statewide.
 - Clear boundaries prevent confusion and duplication of effort.
5. Adopt Basic Bylaws
 - Use LGHN's model bylaws as a starting point. *Sample bylaws template is included in the appendices.*
 - Bylaws provide structure—not bureaucracy.
6. Coordinate with LGHN National
 - Contact LGHN to review expectations and timeline.
 - Align branding, fiscal handling, and programming expectations.
7. Launch with Purpose
 - Host a kickoff meeting or event.
 - Clearly communicate who you are, why you exist, and how people can get involved.
8. Creating Governance Norms
 - Attendance
 - Roles and responsibilities

9. Dues Framework

- Basic financial considerations and discussions to have

Helpful mindset: Chapters are built *with* people, not *for* people. Start small, stay consistent, and grow intentionally.

Chapter Bylaws Overview

Why Bylaws Matter (and why they don't need to be scary)

Bylaws are simply the rules of the road for how your chapter operates. They create fairness, transparency, and continuity, especially when leadership changes. Adopt start-up bylaws that give the board the authority to make changes until the chapter is established (12-24 months). Keep startup bylaws simple.

Recommended bylaw sections include:

- Chapter name and purpose
- Membership eligibility
- Board roles and responsibilities
- Officer terms and elections
- Committees
- Financial oversight
- Meeting requirements
- Conflict of interest and ethics

Key principles to remember:

- Bylaws should be clear, not lengthy
- They should enable action, not slow it down
- They should be reviewed periodically and updated as the chapter evolves

Think of bylaws as a seatbelt - you hope you never need them, but you're grateful they are there. [Sample bylaws included in the appendices.](#)

Board Composition and Committees

An effective board is not about titles, it's about balance. Strong chapters intentionally build boards with complementary skills and shared values. The following are examples of the roles and responsibilities of a board. [An example organization chart is provided in the appendices.](#)

Ideal Board Officer Role Descriptions for LGHN Chapters

Immediate Past President/Mentor

Provides continuity, institutional knowledge, and mentorship to support smooth leadership transitions. For new chapters with no past president, a more senior-level mentor is advised.

- Advises the President and Board using historical perspective
- Mentor new officers and emerging leaders
- Helps ensure strategic priorities stay consistent across leadership changes
- Supports special initiatives or transition planning when needed

President

Serves as the leader of the chapter and ensures the chapter stays aligned with LGHN's mission and values.

- Facilitates board and executive committee meetings
- Represents the chapter to LGHN National and external partners
- Oversees overall chapter operations and progress toward goals
- Appoints committee chairs and supports committee work
- Serves as a public ambassador for the chapter

Vice President / President-Elect

Supports the President while preparing to step into the President role in the future.

- Steps in for the President when needed
- Helps lead major initiatives or flagship events (such as conferences)
- Coordinates special projects and partnerships
- Learns the full scope of chapter leadership in preparation for succession
- Acts on behalf of President when President is unavailable

Treasurer

Ensures the chapter's finances are managed responsibly, transparently, and in compliance with LGHN requirements.

- Oversees receipt and disbursement of chapter funds
- Tracks income, expenses, and budgets
- Prepares and presents financial reports to the Board
- Ensures financial records are accurate and complete
- Coordinates with LGHN National on required financial reporting

Communications Director/Secretary

Maintains the chapter's records and ensures clear, consistent communication with members and partners.

- Maintains bylaws, policies, and official records
- Records and distributes board meeting minutes
- Oversees newsletters, website updates, and social media
- Ensures messaging aligns with LGHN branding and values
- Chairs the Communications Committee

Membership Director**Role Purpose:**

Builds, sustains, and engages the chapter's membership base.

What this role does in practice:

- Develop outreach plan for new member jurisdictions and to enroll employees within a jurisdiction.
- Coordinates member recruitment and renewals
- Maintains accurate membership records
- Promotes the value and benefits of LGHN membership
- Develops engagement and retention strategies
- Chairs the Membership Committee

Events Director

Role Purpose:

Designs and delivers meaningful programming that advances professional development and community connection.

What this role does in practice:

- Develops the annual events and programming calendar
- Plans and executes trainings, networking events, and panels
- Coordinates speakers and facilitators
- Ensures events align with LGHN priorities and themes
- Chairs the Programs and Events Committee

Partnerships and Sponsorships Director

Role Purpose:

Builds relationships that strengthen the chapter's impact and financial sustainability.

What this role does in practice:

- Develops and maintains relationships with sponsors and partners
- Coordinates sponsorship opportunities for programs and events
- Ensures ethical and mission-aligned partnerships
- Works closely with the Treasurer and Events Director
- Helps expand the chapter's regional influence

At-Large Directors

Role Purpose:

Provide flexible leadership support and ensure diverse perspectives are represented.

What this role does in practice:

- Supports board initiatives and special projects
- Serves as a liaison to members across the region
- Participates in at least one committee
- Brings new ideas, feedback, and community insights to the Board

Desired Skill Sets Across the Board

A strong board collectively brings:

- Financial literacy
- Event planning experience
- Communications or marketing skills
- Strategic thinking
- Relationship-building and community outreach

Not every board needs specialized director positions. In many cases, Directors at Large can serve as leads over areas like marketing, programming, or membership. It depends on the structure, needs, and fit for your Network's board. No single person is expected to do everything. Together, the board should make sure these key functions are covered.

Committees: Why They Matter

How to share the work and grow leaders

Committees help distribute workload and develop future leaders. They also create more ways for members to engage beyond the board. Strong committee structures create sustainability within a board.

Common committee examples:

- Membership & Engagement
- Programming & Events
- Sponsorships & Partnerships
- Communications & Marketing
- Mentorship & Professional Development

Committees should:

- Have a clear purpose
- Be led by a board member or trusted volunteer
- Report back regularly to the board

Committees are leadership training grounds where future board members emerge.

Board Onboarding

New board members should never feel like they are “drinking from a firehose.” A simple onboarding process makes a big difference.

Recommended onboarding elements:

- Welcome conversation with the President or designee
- Overview of LGHN’s mission and chapter goals
- Copy of bylaws and role descriptions
- Annual calendar and meeting schedule
- Current budget snapshot
- Expectations for time commitment and conduct
- Introduction to key partners and committees

A thoughtful onboarding process builds confidence, accountability, and trust.

Leadership Development and Continuity

Ensuring the chapter outlives any one leader

Succession planning is one of the most important, and often overlooked, parts of chapter leadership.

Why it matters:

- Prevents burnout
- Preserves institutional knowledge
- Keeps momentum during leadership transitions
- Signals professionalism and maturity

Practical Succession Strategies

- Use term limits to encourage healthy rotation

- Create President-Elect or Vice President roles
- Identify and mentor emerging leaders early
- Document processes and lessons learned
- Encourage outgoing leaders to stay involved as advisors
- Board Member shadowing/co-chairing

Strong leaders don't just lead—they leave the ladder down. The American Management Association offers [Five Steps to Guide Succession Planning Efforts](#). These can be used in conjunction with preliminary interviews with board members to identify themes.

Annual Review/Board Review questions are included in the appendices.

Leadership Culture: The LGHN Way

LGHN chapters thrive when leadership is:

- Inclusive
- Transparent
- Collaborative
- Rooted in service

Leadership is not about control it's about creating space for others to grow while staying aligned with LGHN's national mission.

When governance is clear and leadership is intentional, chapters become places where people feel:

- Seen
- Supported
- Challenged
- Inspired

And that is how lasting impact is made.

3. Fiscal Management and Compliance

Strong fiscal stewardship ensures that LGHN chapters operate transparently, maintain alignment with organizational policy, and have the financial stability needed to carry out meaningful programmatic work. This section outlines financial models, chapter finance management processes, reporting expectations, and agreements for chapters that manage local funds. Information on outreach to sponsors to get funding for chapter events is discussed in Section 8.

Dues Structure and Financial Models

Chapters may adopt financial models that match their size, activity levels, and administrative capacity. Common options include:

- Flat Dues Model: Members pay a single annual rate that supports chapter operations such as events, communications, and administrative needs.
- Tiered Dues Model: Different rates apply to categories such as executive, supervisory, operations, or retired members, increasing accessibility while supporting stable chapter budgets.

- **Event-Based Revenue Model:** Instead of traditional dues, chapters rely on revenue from events, trainings, workshops, and sponsorships. Chapters using this model must maintain clear records of income and reconcile revenue.
- **Hybrid Model:** A combination of member dues and event-based revenue that creates diversified, predictable funding.

All chapters must ensure compliance with LGHN policies on dues, fundraising, and reporting.

Managing Chapter Finances

Responsible financial management includes budgeting, reporting, tracking expenses, and following clear approval processes.

Establishing Chapter Budgets

- As jurisdictions join the regional chapter and LGHN, the chapter portion of their dues are accounted for in a line item (one per chapter) in the LGHN budget. LGHN will assist with invoicing and paying for expenditures from the chapter line item.
- Resources for start-up chapters:
 - Some chapters have had one or more of their local jurisdictions contribute to start-up expenses for kickoff events to recruit members.
 - Charge a modest event fee to pay for kickoff events.
 - Contact established affiliates to co-sponsor events (e.g., NFBPA, GFOA, Mission Square regional office, etc.).

Budget Planning

- Draft an annual budget at the beginning of the fiscal year that includes projected revenue and planned expenses.
- Align budget categories with chapter strategic plans, goals, and LGHN priorities:
 - Programming
 - Events
 - Marketing
 - Scholarships
 - Travel
- Review the monthly budget and adjust based on actual expenditures and income.
- Maintain documentation for all budget changes.

LGHN operates on a calendar year basis. Chapters are encouraged to plan a calendar year budget as well. The general timeline is:

- January: start of fiscal year.
- July: mid-year budget review with adjustments as necessary.
- October: prepare draft budget.
- November: present draft budget to the board of directors for review and input.
- December: board of directors approve budget.

Expense Approvals

- Establish approval thresholds for expenditures (e.g., treasurer authority up to a certain amount; board approval for higher amounts).
- All expenses require written approval and itemized receipts.

- Chapters must follow LGHN's documentation requirements when using LGHN-managed accounts or requesting reimbursements.

Financial Reporting Requirements

LGHN uses a standardized system to support consistency and accountability across all chapters. Chapters must adhere to the following procedures when managing funds or requesting financial support.

LGHN-Collected Membership Dues

- LGHN collects membership dues directly from members.
- The chapter's designated share of dues is placed into a dedicated LGHN accounting line item used exclusively for the chapter.
- Chapters may request their current balance at any time.

Chapters Using an External Fiscal Agent

- Some chapters utilize a third-party fiscal agent (e.g., a community college). [A sample MOU is provided in the appendices.](#)
- When applicable, LGHN can transfer chapter funds to the approved fiscal agent.
- Chapters must comply with both LGHN financial policies and those of the fiscal partner.

Depositing Locally Received Checks

- LGHN maintains a deposit account that chapters may use to deposit checks collected from events, donations, or sponsorships.
- Deposited funds are credited to the chapter's LGHN line item.
- Chapters should contact LGHN for instructions on using this deposit process.
- Chapters may request LGHN staff (Christine or the LGHN office) to process credit card payments for chapter expenses.
- Payment amounts are deducted from the chapter's LGHN-managed funds.
- Chapters must provide documentation of board approval—such as meeting minutes—before LGHN will process a payment.

Reimbursements for Expenses

LGHN can reimburse chapter expenses paid out-of-pocket. Reimbursements are issued via USPS check. The individual must provide:

- Receipts for the purchase
- Proof of chapter board approval
- Name of the payee
- Mailing address for the reimbursement

Single-Jurisdiction Chapters

- Single-jurisdiction chapters typically operate through their local government agency.
- Members pay dues to LGHN, but these chapters manage their own bank accounts and financial processes internally.
- LGHN does not collect or manage additional chapter dues for them.
- Chapters raise, manage, and disburse their own local funds.

- LGHN can assist with payments if needed, but reimbursement from the chapter is required.

Chapters must complete an annual financial review to ensure transparency and compliance.

Checklist includes:

- Verifying all expenditures align with the approved budget
- Reconciling bank statements with chapter records
- Ensuring receipts and documentation are kept in an organized archive
- Confirming compliance with LGHN dues and financial procedures
- Reviewing internal controls (authority levels, separation of duties)
- Ensuring timely submission of required LGHN reports
- Assessing revenue sustainability for the coming year

A written Annual Financial Review Report should be submitted to the chapter board and to LGHN (if required), with an action plan for improvements.

4. Strategic Planning for Chapters

Turning purpose into action—and action into impact

Strategic planning is how an LGHN chapter moves from good intentions to meaningful, measurable impact. It gives leaders clarity, members confidence, and partners trust that the chapter knows where it is going.

A strategic plan does not need to be complicated or expensive. It simply answers four essential questions:

1. Why do we exist?
2. What matters most right now?
3. What will we focus on and what won't we focus on?
4. How will we know we are making progress?

Whether your chapter is just forming or has been active for years, strategic planning is one of the most powerful tools you can use to build momentum and sustainability.

Why Strategic Planning Matters

Some chapters delay strategic planning because they feel “too new” or “too small.” In reality, early strategic planning is one of the best things a new chapter can do.

A strong strategic plan helps chapters:

- Establish shared direction and priorities
- Avoid burnout by focusing energy on what matters most
- Align programs with LGHN's national mission and priorities
- Create continuity during leadership transitions
- Communicate clearly with members, sponsors, and partners
- Measure progress and demonstrate impact

Without a plan, chapters often become reactive planning events at the last minute, saying yes to everything, and struggling to explain their purpose. With a plan, chapters become intentional and confident.

A strategic plan is not about predicting the future, it's about being ready for it.

Aligning with LGHN's National Strategic Plan

Each chapter operates locally but is part of a national network. Strategic planning should intentionally support LGHN's broader goals while allowing flexibility for local needs. [LGHN website and resource links are included in Section 1 in the appendices.](#)

Best practices for alignment:

- Review LGHN's national priorities and programs
- Identify where your chapter can support or amplify national initiatives
- Avoid duplicating efforts already offered at the national level
- Ensure chapter goals reinforce leadership development, equity, and inclusion

Alignment strengthens credibility and helps chapters leverage national resources more effectively.

Understanding the “Why” from Your Members

A strategic plan should not be created in isolation by the board. The most successful plans reflect member voices and lived experiences.

Ways to gather input:

- Member surveys
- Listening sessions or pláticas.
- Focus groups by career stage (students, emerging leaders, executives)
- One-on-one conversations with key stakeholders

Helpful questions to ask members:

- Why did you join LGHN?
- What value do you hope to gain from the chapter?
- What challenges are you facing in your career or organization?
- What types of programming or support would be most helpful?

This input becomes the foundation of a plan that feels relevant and meaningful.

Using a Facilitator for Strategic Planning

Chapters do not have to hire a consultant to conduct strategic planning—but having a neutral facilitator can be helpful, especially when:

- The chapter is growing or transitioning leadership
- There are competing priorities or differing perspectives
- The board wants to fully participate rather than lead discussions
- The chapter is aligning for the first time with national goals

Facilitator options may include:

- LGHN national representatives
- Local government professionals with facilitation experience
- University partners
- In-lieu professional services from sponsors or partners

A facilitator's role is to guide discussion, not make decisions.

Strategic Planning Is Not a One-Time Event

A common misconception is that strategic planning happens once every few years and then gets “put on a shelf.”

Healthy chapters treat strategic planning as an ongoing process.

Best practices include:

- Creating a 2–3-year strategic framework
- Revisiting priorities annually
- Adjusting goals based on capacity, funding, and member needs
- Using the plan to guide agendas, budgets, and programming

A strategic plan should be a living document—referred to often and adjusted thoughtfully.

Creating a Chapter Vision & Mission Statement

Your vision and mission anchor the strategic plan.

Vision Statement

Describes the future you want to help create.

Example prompts:

- What would success look like in five years?
- What change do we want to see in local government leadership?
- How do we want members to feel about being part of LGHN?

Mission Statement

Explains what you do, who you serve, and how.

Example structure:

“Our chapter exists to [purpose] by [key activities] in order to [intended impact].”

Strong vision and mission statements are:

- Short and clear
- Easy to repeat
- Grounded in values
- Aligned with LGHN’s national mission

Setting SMART Goals & Key Performance Indicators (KPIs)

Strategic goals should be SMART:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Common strategic focus areas for chapters:

- Membership growth and engagement
- Leadership development and mentorship
- Programming and events

- Community and partner engagement
- Financial sustainability

Examples of KPIs:

- Membership growth percentage
- Event attendance trends
- Number of mentorship matches
- Sponsorship revenue
- Member satisfaction feedback

KPIs help chapters tell their story with confidence and data.

Annual Chapter Planning Calendar

Once strategic goals are set, chapters should translate them into an annual work plan.

A planning calendar helps:

- Balance workload across the year
- Align events with cultural observances and national initiatives
- Coordinate board and committee responsibilities
- Support realistic budgeting

Best practice is to review the calendar quarterly and adjust as needed. *An annual planning calendar is included in the appendices*

Strategic Planning Best Practices Summary

Successful LGHN chapters:

- Start planning early even with limited capacity
- Focus on a few priorities rather than many
- Engage members in shaping direction
- Align locally while supporting national goals
- Review and refine plans regularly
- Use strategy to guide decisions, not restrict creativity

Strategic planning is not about perfection; it's about intentional leadership. Even a simple plan gives a chapter direction, confidence, and resilience.

Chapters that plan together, grow together. *Sample Strategic Planning Session Agendas, Strategic Plan Template and Unidos NorCal retreat summary included in the appendices.*

5. Communications, Marketing and Branding

Effective communication strengthens engagement, membership, and credibility. Chapters are encouraged to establish methods of communication and a cadence for outreach to members. Chapters should use consistent branding, clear messaging, and inclusive language when communicating internally and externally.

LGHN has established brand standards including logos and color codes, and fonts. Chapters may seek approved use of logo branding materials, websites, and other marketing collaterals.

Chapters have the ability to design their own unique logo and are encouraged to seek member input during design development. If a Chapter has a proposed individual

logo, they can seek consideration for use from the LGHN Board before implementing brand design and marketing efforts. *The Juntos Colorado chapter branding and logo development process is included in the appendices.*

External Communications

Chapters may leverage several methods of media to engage members and promote Chapter activities and events. These methods include digital flyers, newsletters, email campaigns, and internal communication platforms to promote events and share success stories. Accessible, consistent communication reinforces the value of participation and builds trust.

- Website presence
 - i4a web platform (LGHN Resource) - How To Guides (Website updates, Newsletters and Email Campaigns). i4a will provide training on using their platform. Contact LGHN staff to set up training.
- Social media and visual storytelling (LinkedIn, Instagram, YouTube)
- Newsletters (*Best practices/sample newsletters are included in the appendices.*)
- Recommended tools (i4a, Canva, Mailchimp)
- Ideal content mix (member spotlight, local news, national highlights)

Establishing Roles & Responsibilities

Chapters will be well served by establishing roles and responsibilities to assist in marketing and communication efforts. Examples of roles are included below.

A. Chapter Website

Chapters can utilize LGHN's i4a platform to develop a website. This serves as a public-facing hub for information, engagement, and member recruitment. Maintaining accurate and timely content is essential for chapter visibility and credibility. There are six i4a website content tutorials available at

<https://training.i4a.com/tutorials/index.cfm?category=Website%20Content>.

Roles

- Website Administrator (Primary) – Leads all website management responsibilities.
- Website Administrator (Alternate) – Provides back-up support to ensure continuity of operations.

Responsibilities

- Review the website at least once per month for accuracy and revisions.
- Update the website when new chapter activities occur, including:
 - Newsletters
 - Webinars and events
 - Photos, announcements, or other chapter updates
- Ensure uploaded content aligns with chapter messaging and LGHN brand expectations.
- Collaborate with chapter leadership when updates require approval.
- Preferred Volunteer Experience
- Prior experience with website management or digital content creation.
- Attention to detail and ability to update content quickly.

Note: A volunteer may serve in multiple primary and/or support roles as needed.

B. Email Communication

A Chapter email account is likely the easiest form of communication. Chapters are encouraged to create and maintain an official Chapter email account to support member communication and public inquiries. Prompt, consistent communication is essential to maintain professionalism and support member engagement.

Roles

- Email Administrator (Primary)
- Email Administrator (Alternate)

Responsibilities

- Review the chapter email inbox at least once per week.
- Respond to member and public inquiries on behalf of the Chapter.
- Forward policy, financial, or sensitive inquiries to the appropriate Chapter officer.
- Maintain a courteous and professional tone in all outgoing messages.
- Ensure email responses reflect current Chapter activities, events, and messaging.

Preferred Volunteer Experience

- Strong communication skills.
- Capacity to maintain timely responsiveness.

C. Social Media

Social media platforms are an immediate and visible way to engage members, share Chapter updates, highlight member accomplishments, and amplify messaging. Consistent, timely, and strategic use of social media strengthens Chapter visibility.

Roles

- Social Media Administrator (Primary)
- Social Media Administrator (Alternate)

Responsibilities

- Manage Chapter social media platforms.
- Create and publish posts for:
 - Chapter events and webinars
 - Member highlights
 - LGHN national messaging and shared content
- Maintain an agreed-upon posting frequency (e.g., weekly, biweekly).
- Ensure content aligns with Chapter standards, branding, and tone.
- Adhere to levels of approval established by the leadership team (e.g., events may require Chair/Vice Chair approval; general content may not).
- Monitor platforms for engagement and flag issues to chapter leadership when needed.

Preferred Volunteer Experience

- Experience managing organizational social media accounts.
- Knowledge of best practices for engagement and content strategy.

6. The Membership Journey

Defining Your Ideal Member

When starting a new chapter, it's helpful to think about the types of members who will help you achieve the mission of LGHN. Each chapter can define its own ideal members based on local community needs and organizational priorities. There is no one-size-fits-all approach—your membership should reflect the diversity of your region and the profession.

Examples of qualities and roles to consider:

- **Career Stage:** New professionals, mid-career, and seasoned leaders.
- **Job Functions:** Operations staff, office/clerical support, public safety personnel, executives, and administrative leaders.
- **Geographic Representation:** Members from different cities, counties, and regions to broaden perspectives.
- **Experience and Background:** Individuals who bring unique insights and are committed to advancing diversity in local government.

Why this matters:

By intentionally building a diverse membership across geography, roles, and experience—you create a stronger network that supports LGHN's objectives and helps shape the future of local government.

Membership Lifecycle Framework

Building a strong and diverse membership is essential to the success of your chapter. The Membership Journey represents the path from awareness to engagement and leadership within LGHN. The diagram below provides a high-level overview of this journey, illustrating how members progress and deepen their involvement over time.



We'll highlight a few key stops along the journey—such as recruitment, onboarding, engagement, and leadership—and provide practical guidance and examples for each. Use these tips to shape your chapter's approach and create a membership experience that reflects your community and supports your network's mission.

Awareness Strategies

"I've heard of LGHN."

How members find networks:

- Attend staff meetings
- Digital campaigns, ambassador programs, employee newsletters
- New employee orientation
- Training, development, and benefit events
- Meet employees where they are

Chapter focus: Share purpose and invite curiosity.

Recruitment Strategies

10-80-10 Framework

The 10-80-10 Framework is a simple way to focus your recruitment efforts and allocate resources effectively. It helps chapters understand where potential members fall in terms of interest and how to engage them.

What It Means

- **10% – Highly Engaged & Ready to Join**
 - These individuals already know LGHN or strongly support its mission.
- **80% – Open & Curious**
 - The largest group—people who may not know LGHN well but are interested in local government, professional growth, mentorship.
- **10% – Unlikely to Join**
 - Individuals who are not interested or aligned with LGHN's mission.

How to Use It

- **Prioritize the 80%:** Most of your recruitment energy should target those who are curious but not yet committed. Share the value of membership through professional development events, networking, and storytelling. Use social media and word-of-mouth to build awareness.
- **Leverage the first 10%:** Personal outreach, quick onboarding, and invite them to leadership/volunteer opportunities. Turn highly engaged individuals into ambassadors for your chapter and equip them with messaging to recruit others.
- **Don't overinvest in the last 10%:** Minimal effort here; respect their position and keep the door open, but don't drain resources.

Recruitment Examples

- Having chapter members share their membership journey in a member newsletter.
- The Phoenix Hispanic Network created department ambassadors for each department to help recruit and spread the word of chapter events.
- Offer low-barrier entry points (e.g., free professional headshots) for the 80%.
- Recruiting Jurisdictions for Regional Chapters
 - Share LGHN and chapter benefits through word of mouth at national and state conferences; keep a ready elevator pitch.
 - Host an information table at state and regional conferences; seek complimentary space or cost-share with other affiliates. LGHN coordinates national-level outreach with chapter volunteers.

- Include a brief LGHN/chapter overview in conference panel presentations.
- Recruiting Members from Member Jurisdictions That Have Joined
 - Promote LGHN by word of mouth at events.
 - Remind staff that membership is free for individuals once their jurisdiction joins.
 - Send an invitation or recruitment message from the city manager.
 - Send a recruitment message from human resources.
 - Add a brief recruitment note to citywide communications (HR newsletters, department newsletters, etc.).
 - Present or host a table at city events.
 - Meet employee resource groups.
 - Include LGHN information in new employee orientation.

Sample recruitment messages are included in the appendices.

Onboarding New Members

A strong onboarding process ensures new members feel welcomed, informed, and connected from the start. Here are practical steps:

- Send a personalized welcome message within 48 hours of joining.
- Share a new member packet that includes:
 - Thank you letter from the chapter president
 - Chapter goals and LGHN mission
 - Upcoming events and opportunities
 - Chapter swag
- Assign chapter ambassador to help them navigate the first few months.
- Recognize new members publicly

Retention Strategies

It is just as important to recognize and honor your existing members as it is to recruit new ones. Your chapter is directly linked to the professional and personal growth of its members. By implementing a recognition program, you express gratitude to those who have significantly contributed to the organization and show others how they can get involved.

Why Recognition Matters

- Builds loyalty and long-term engagement.
- Reinforces the value of membership.
- Encourages active participation and leadership.

Examples

Annual Award Program

- Celebrate outstanding contributions and leadership.
- Consider categories like *Emerging Leader*, *Community Impact*, or *Lifetime Achievement*.
- Monthly/Quarterly Newsletter Spotlight
- Feature a member's story, achievements, or career journey.
- Use this as an opportunity to inspire others and showcase diversity.

Social Media Shout-Outs

- Highlight member milestones (promotions, certifications, anniversaries).

Member Appreciation Events

- Host informal gatherings or virtual meetups to thank members.

Leadership Pathways

- Offer opportunities for members to serve on committees or lead initiatives.

Personalized Thank-You Notes

- Send handwritten or email notes recognizing contributions.

Annual Membership Campaigns

Chapters should plan to align their membership campaigns with national LGHN initiatives. Leveraging national resources—such as marketing materials, social media content, and promotional tools—can amplify your local efforts and attract new members. Coordinated campaigns create a unified message, strengthen brand recognition, and help chapters maximize outreach within their communities. LGHN’s memberships run from January 1 to December 31. Jurisdictions can join mid-year, and their memberships will be renewed on the same January 1 schedule.

- Renewal notices are sent in the fall (usually October) to the “billing contact” as designated in the i4a system and to individual members. It is important that chapters keep their membership updated, including any changes to the designated billing contact. A second person can be designated to assist with managing the membership data, but only one person can be designated as the billing contact.
- January 1 to March 31 is a grace period to allow jurisdictions to renew without losing LGHN benefits.
- Multiple reminders are sent during the October to March timeframe. Turn into bullets.

Sample messages to recruit jurisdictions and encourage employees to sign up for membership are included in the appendices.

Key Actions:

- Schedule your local campaign to coincide with national LGHN membership drives.
- Use provided templates and resources to maintain consistent branding.
- Promote both **local chapter benefits** and **national LGHN opportunities** to show full value.
- Engage current members as ambassadors during campaigns.

Resources Needed

Successful membership growth and retention require planning and resources. Chapters should consider the following:

- **Budgeted Funds**
 - Recruitment materials (flyers, digital ads).
 - Events for networking and outreach.
 - Welcome packets and branded items.
- **Human Capital**
 - Chapter ambassadors to assist with recruitment and onboarding.
 - Time commitment for outreach, follow-ups, and member check-ins.

- **National LGHN Resources**
 - Utilize templates, marketing materials, and campaign support provided by LGHN to reduce costs and maintain consistency.

Scaling Your Efforts

- Start small and align activities with your available budget and volunteer capacity.
- Prioritize high-impact, low-cost strategies (e.g., social media campaigns, virtual events).
- Leverage national resources to supplement local efforts and stretch your budget.

Tip: A well-planned resource strategy ensures sustainability and maximizes member engagement without overextending your chapter.

Membership Management

Members (individuals and jurisdictions) can register for membership, update their membership information and renew online. For jurisdictions, one person must be named as “billing contact.” The billing contact is the only person who can log on to pay dues. The billing contact and a second person can have access to the membership information for the purpose of adding or deleting members and managing the membership list.

When renewing membership, the i4a system will accept credit card payments or will generate an invoice for payment.

Each jurisdiction has a city code. Once jurisdictions have paid their dues, they can provide this code to the employees to use when prompted so the employee will not incur an additional charge.

Chapters should periodically review and update their membership list (at least once a year). *[Insert video tutorial link for logging on and updating chapter membership TBA](#)*

7. Event Planning and Chapter Programming

Event Strategy

Events provide opportunities for education, connection, and inspiration beyond the daily work environment. Successful programming begins with a clear vision, defined goals, realistic timelines, and assigned leadership. Chapters should focus on planning 2-3 events per year, ideally in-person events. *Sample Unidos NorCal event series and external training and funding sources are included in the appendices.* A chapter’s calendar can reference the offerings by LGHN and partner affiliates for additional activities and professional development to fill out their calendar. *[An affiliate partner resource list is included in the appendices.](#)*

Event Types

A variety of event formats support diverse learning styles and schedules. Informal Lunch & Learns and Brown Bag Luncheons foster discussion and networking in relaxed settings, while conferences and workshops allow for deeper learning and broader engagement. *[An event planning checklist is included in the appendices.](#)*

Key considerations include topic selection, accessible venues, technology needs, food options, speaker preparation, marketing, and volunteer support. Other less formal options include meeting at a local coffee shop for cafecito as a way to stay connected.

Examples of Events

- Cafecitos
- Lunch & Learn
- Brown Bag Luncheon
- Pláticas speed coaching roundtables as part of planned events. *Guidelines are included in the appendices.*
- After-hours networking
- Training (e.g., webinars, in-person with department heads/civic leaders, inspirational messaging by regional community leaders, etc.)
- Seminars/regional conferences (e.g., as a chapter, with other regional affiliates, with regional colleges/universities)
- Cultural celebrations

Icebreaker activities/guidelines are included in the appendices.

Event Marketing and Communications

Branding, social promotion, digital registration, regional coordination, and participation.

Post-Event Follow-Up

Post-event activities are critical to sustained success. Chapters should collect feedback, recognize contributors, communicate outcomes, and reflect lessons learned to strengthen future programming.

Hosting a Chapter Conference

Hosting a Chapter Conference is a great opportunity to engage members. It is important to develop a planning team and provide enough time for ideation, planning, and execution. Support is available for regional conferences from LGHN staff. LGHN staff should be included at the start of the planning process to clarify the types of services they can provide.

I. Establish a Conference Planning Committee & Conference Theme

A Conference Planning Committee shall be formed annually to oversee all aspects of the Chapter conference and shall consist of a Chair(s) and members to assist with all planning elements and logistics. Developing a conference theme is important because it provides clarity, cohesion, and strategic focus for the entire event. A strong theme helps guide decisions, unify messaging, and enhance the attendee experience. More specifically:

- Establishes a Clear Identity for the Conference
A theme gives the event a recognizable identity that communicates the purpose, tone, and goals. It helps attendees understand what the conference is *about* before they arrive.
- Guides Content and Program Development
Panels, keynote topics, breakout sessions, and speakers can be intentionally aligned with the theme. This creates a more cohesive program rather than a collection of unrelated sessions.
- Strengthens Marketing and Communications
A theme provides a consistent narrative for promotional materials, social media campaigns, graphics, and sponsor outreach. Consistency improves engagement and helps the event stand out.

- **Enhances Attendee Engagement and Experience**
When sessions, décor, visuals, and messaging all reinforce a central idea, attendees perceive the event as more polished, intentional, and meaningful. Themes help set expectations and build excitement.
- **Supports Sponsorship Alignment**
Sponsors are more likely to participate when they see a clear focus that aligns with their mission or values. A theme makes it easier to position sponsorship opportunities effectively.
- **Ensures Internal Alignment Among Planners**
The theme becomes a decision-making anchor for the planning committee. It helps ensure that every program element—content, décor, swag, displays, entertainment—fits the same purpose and direction.
- **Helps Communicate Post-Event Value**
A theme allows for stronger follow-up communication. Highlights, takeaways, and survey questions can all connect back to the central idea, reinforcing impact and continuity.

II. Conference Budget and Sponsorships

The Conference Planning Committee is responsible for establishing and managing the financial framework that supports the annual conference. This includes developing a comprehensive budget, identifying revenue opportunities, and ensuring all sponsor commitments are fulfilled.

- **Budget Development and Management**
 - Develop a detailed conference budget outlining projected expenses and anticipated revenues.
 - Monitor expenditures throughout the planning process to ensure alignment with approved budget limits.
 - Provide regular budget updates to Chapter leadership and adjust projections as needed.
 - Ensure all financial decisions support the goals, theme, and expected outcomes of the conference.
- **Sponsorship Identification and Solicitation**
 - Identify potential sponsors whose mission and interests align with the conference theme and LGHN values.
 - Develop and distribute sponsorship materials, including sponsorship tiers, benefits, and instructions for participation. *As an example, the Central Texas Chapter Sponsorship brochure is included in the appendices.*
 - Conduct outreach to prospective sponsors, maintain communication throughout the negotiation process, and document commitments. Sponsor outreach is discussed in Section 8.
 - Coordinate with the treasurer or designated financial officer to ensure sponsor payments are received and recorded. LGHN can provide assistance with invoicing and processing payments. Payments will be credited to the chapter's line item in the LGHN budget. *A spreadsheet template for tracking sponsorship status is provided in the appendices.*
- **Sponsor Coordination and Benefit Delivery**

- Ensure all sponsor benefits outlined in the sponsorship packet are executed as agreed, including recognition, signage, speaking opportunities, or promotional placement.
- Communicate event logistics, expectations, and deliverables to sponsors in advance of the conference.
- Coordinate with the décor, communications, and logistics teams to ensure sponsor visibility during the event.
- Provide post-event appreciation and follow-up communication to maintain positive relationships for future sponsorship opportunities.

III. Conference Attendance Experience and Other Materials in Planning

- Oversee décor and plan event environment – use of space, layout
- Plan, source, and assemble attendee swag bags.
- Coordinate placement of organizational displays, banners, and signage directing attendees.
- Secure and coordinate to have an event photographer capture the conference.
- Arrange entertainment, as applicable.

IV. Creating Document Templates and Standardization

Standardized templates ensure consistency, efficiency, and clarity throughout the conference planning and execution process. Using uniform documents supports streamlined coordination among committee members, reinforces chapter branding, and improves the accuracy and professionalism of all communications. A clear, effective description of conference events is also essential to the Chapter's ability to attract participants and engage members.

Purpose of Templates

Templates serve as the official framework for planning, documentation, communications, and sponsor engagement. They establish common expectations for format and content, volunteer onboarding, and maintain continuity from year to year.

- Panel Planning Templates
 - Panel topic descriptions
 - Speaker and moderator briefing forms
 - Session logistics details, including time, room setup, and audiovisual needs
- Run of Show Documents
 - Detailed, segment-by-segment timelines for the full conference program
 - Assigned responsibilities for staff, volunteers, and session leads
 - Notes on stage transitions, announcements, and timing requirements
- Conference Sponsorship Packet
 - Sponsorship tiers and associated benefits
 - Pricing structure and recognition opportunities
 - Sponsor submission, payment instructions, and required deadlines
- Communications Toolkit
 - Approved graphics, logos, and branding elements consistent with LGHN guidelines
 - Standardized copy for announcements, social media posts, email messaging, and partner outreach
 - Guidelines for promotional messaging, including tone, key phrases, and required acknowledgments

Template Access and Maintenance

All templates shall be stored in a shared digital location accessible to conference planners, committee members, and chapter leadership. Templates must be reviewed at least annually and updated as needed to reflect current branding, processes, and event requirements.

V. Post-Conference Evaluation and Communications

It's important to solicit attendee feedback post-conference. Chapters shall consider distribution to participants' post-conference to gather feedback on overall satisfaction, panel and session quality, venue and logistics, suggestions for improvement and/or ideas for future Conference planning. Members will appreciate the opportunity to provide feedback and be encouraged to engage in future opportunities. *The post conference survey and participant thank you letter developed by Juntos Colorado are included in the appendices.*

8. Sponsorships and Partnerships

This section provides a practical, step-by-step approach for chapters to develop, secure, and manage sponsorships and partnerships that advance LGHN's mission. It is designed to be actionable, consistent, and adaptable across programs and events.

Start with Purpose and Alignment

Before pursuing any partnership, clearly define:

- What program, event, or initiative needs support
- How the effort aligns with LGHN's mission and national priorities
- The intended outcomes (e.g., leadership development, community engagement, educational access)

Identify the Right Partners

Focus on building relationships with organizations that share similar values and goals.

Who to target:

- Corporations and vendors serving local government
- Public agencies and municipalities
- Colleges, universities, and training institutions
- Nonprofits and professional associations with similar missions

How to Approach:

- Research the organization's mission, priorities, and fit with LGHN to determine financial vs. in-kind potential.
- Identify the right decision-maker and use existing connections when possible.
- Personalize outreach by referencing shared goals or impact—avoid generic messaging.
- Emphasize mutual value, including visibility, talent pipeline, and access to LGHN's network.
 - Clearly state the specific request and provide key event or program details.
 - Invite a brief conversation to explore alignment and follow up within 1–2 weeks.

Best Practice:

Prioritize partnering with existing organizations of similar nature to co-host events, share audiences, and maximize impact rather than duplicating efforts.

Define What You Need (Financial + In-Kind)

Clearly outline what support is needed before outreach.

- **Financial Sponsorships:**
 - Event funding
 - Scholarships (*A scholarship planning framework included in the appendices.*)
 - Program support
- **In-Kind Requests:**
 - Venue space
 - Catering or refreshments
 - Marketing and communications support
 - Technology (AV, platforms, software)
 - Speakers, trainers, or subject matter experts
 - Volunteer support

Tip:

Always assign an estimated value to in-kind contributions to reflect their importance and ensure proper recognition.

Build a Clear Value Proposition

When approaching partners, clearly communicate:

- Who you are (LGHN chapter and mission)
- Who you serve (public sector professionals, emerging leaders)
- What you're offering (visibility, engagement, impact)
- Why it matters (community and leadership outcomes)

Create Sponsorship Packages:

- Tiered levels (e.g., Platinum, Gold, Silver)
- Defined benefits (branding, speaking roles, recruitment access)
- Custom options for partners with specific interests

Formalize the Partnership

Once interest is confirmed:

- Clearly document expectations, deliverables, and timelines
- Include both financial and in-kind contributions
- Define recognition and visibility commitments
- Obtain necessary approvals per chapter and LGHN guidelines

Deliver and Execute with Excellence

During the program or event:

- Ensure all sponsor/partner commitments are fulfilled
- Provide visibility and recognition as promised
- Integrate partners meaningfully (not just logos)
- Maintain professionalism and clear communication

Steward the Relationship

Strong partnerships extend beyond a single event.

After the event:

- Send thank-you communications
- Share outcomes and impact metrics
- Recognize contributions publicly (including in-kind support)

- Schedule follow-up conversations for future collaboration

Track, Measure, and Report

Maintain accountability and improve future efforts. *A spreadsheet template for tracking sponsorship status is provided in Section 7 of the appendices.*

Track:

- Financial contributions
- In-kind contributions (with estimated value)
- Partner engagement and participation
- Program outcomes (attendance, impact, feedback)

Report:

- Share results with chapter leadership and stakeholders
- Align reporting with LGHN expectations
- Use data to strengthen future sponsorship strategies

Uphold Ethics and Mission Integrity

All partnerships should:

- Reflect **LGHN's Values** of integrity, equity, and inclusion.
- LGHN adheres to the **ICMA Code of Ethics** and should be part of chapters' ethics.
- Avoid conflicts of interest or reputational risk.
- Prioritize community benefit and public trust.
- Encourage collaboration with mission-aligned organizations.

This section equips chapters with a clear, relationship-centered approach to securing sponsorships and partnerships ensuring outreach is intentional, requests are well-defined (including in-kind support), and collaborations with like-minded organizations are leveraged to maximize impact and advance LGHN's mission. Top of Form Bottom of Form. Refer to the conference sponsorships outline in Section 7. These can be adapted for non-conference events.

9. Mentorship, Networking, and Professional Development

Creating growth pathways for current and future leaders

A strong chapter doesn't just hold events, it fosters relationships, learning, and meaningful connections that propel careers forward. Mentorship, networking, and professional development are core to this effort, supporting members at every stage of their career. This section explains how chapters can leverage LGHN's signature mentorship model, create effective local mentorship circles, and design varied professional development opportunities that meet members' needs.

The LGHN Madrinas y Padrinos Program

The Madrinas y Padrinos Coaching Program is LGHN's flagship mentoring initiative, inspired by a Hispanic/Latino cultural tradition where madrinas and padrinos (godparents) serve as trusted guides and supporters. LGHN adapted this family-centric concept into a professional mentorship model that pairs seasoned local government leaders with emerging professionals for career guidance, trust-building conversations, and leadership development.

Key features of the program:

- One-to-one mentoring relationships between experienced leaders and emerging professionals.
- Flexible engagement: some pairs meet once; others build ongoing coaching relationships based on goals and availability.
- Focus on career advancement, problem-solving, workplace culture, and service in diverse communities.
- Participation is voluntary and open across disciplines and career stages.

Participants in the Madrinas y Padrinos program describe it as a “career game-changer,” helping mentees navigate leadership challenges and helping mentors deepen their coaching skills while giving back to the profession.

Chapters can look to this model as inspiration for their local mentorship offerings starting small and growing intentional mentorship cultures tailored to local context.

Best Practices for Creating Local Mentorship Circles

A “mentorship circle” is a structured mentorship group where multiple mentees engage with one or more mentors in facilitated sessions. Mentorship circles are easier to launch than one-to-one programs and encourage peer learning.

Why Local Mentorship Circles Matter

- They build community and belonging.
- They are resource-efficient for smaller chapters.
- They encourage peer support in addition to mentor guidance.
- They can bridge connections across jurisdictions.

Core Steps to Establish a Mentorship Circle

1. Define the Purpose & Audience

Decide whether the circle focuses on:

- Early career professionals
- Mid-career leaders
- Leadership track preparation (e.g., for directors/managers)
- Specialty areas (e.g., finance, equity, communications)

2. Recruit Mentors & Mentees

- Ask experienced members to serve as mentors or group facilitators.
- Invite mentees through your chapter newsletter, events, or onboarding communications.

3. Set Expectations Up Front

- Duration (e.g., 3–6 months)
- Meeting frequency (monthly, bi-monthly)
- Confidentiality norms
- Goal setting at the outset

4. Build an Orientation Session

- Launch with a kickoff where objectives, roles, and best mentorship habits (active listening, questioning, follow-up) are introduced.

5. Create Structured Sessions

Use recurring themes such as:

- Career navigation and goal setting
- Leadership presence and confidence
- Equity in government practice
- Work-life integration
- Building political acumen

6. Encourage Reflection & Goal Tracking

Provide worksheets or simple tracking templates so mentees articulate:

- Short-term goals
- Long-term aspirations
- Learning takeaways from each session

7. Celebrate Completion

Hold a closing meeting, virtual coffee, or recognition moment at the end of each cycle to honor participants and showcase outcomes.

Examples of Mentorship and Professional Growth Models are included in the appendices.

Networking as an Engine for Growth

Mentorship and networking go hand in hand.

Networking benefits chapters by:

- Strengthening community identity
- Creating opportunities for collaboration
- Extending members' professional reach

Effective local networking formats include:

- *Speed Networking Nights* – short, structured introductions
- *Coffee Chats* – informal meet-ups by career stage
- *Theme-Based Mixers* (equity, women in leadership, finance leaders)
- *Lunch & Learn Sessions* with mentoring moments

Professional Development Programming Ideas

LGHN offers a professional development webinar series on a variety of topics with affiliate partners including NFBPA, GFOA, and ICMA. In addition, each chapter hosts 1-2 webinars each year. This enables LGHN to offer an average of two or more webinars each month. LGHN provides assistance in planning and coordinating webinar dates among all LGHN chapters, presenting webinars including identifying webinar presenters, conducting a dry run prior to the event, advertising and outreach, and providing the hosting platform with LGHN's zoom account. Contact LGHN staff for assistance.

Chapters are encouraged to plan 2-3 in-person events in a year and fill in their calendars with the webinars planned by LGHN and affiliates. Professional development ensures chapters keep members learning and advancing. Local chapters can organize:

Webinars & Workshops

- Career development skills
- Equity and inclusive leadership

- Succession planning
- Technical skills (budgeting, communications, negotiation)

Speaker Series with Mentors

- Mentor speakers share career stories or insights
- Panel discussions with mixed experience levels

Local Government Career Panels

- Bring in managers, directors, and national chapter leaders
- Discuss trends, opportunities, and transitions

Peer Learning Cohorts

- Small groups working through book studies or leadership challenges together

Tips for Sustaining a Mentorship & Development Program

1. Secure Leadership Support

- Include mentorship leadership in your board or committee structure.
- Assign a mentorship coordinator.

2. Build a Simple Framework

- Simple participant agreements
- Clear timelines
- Basic metrics (participation, satisfaction, learning outcomes)

3. Celebrate Wins Publicly

- Feature mentoring duos or circles in newsletters
- Recognize mentors at events

4. Collect Feedback & Iterate

- Short surveys after cycles
- Adjust formats based on what participants value

Mentorship, networking, and professional development are not extras—they are core development pathways that help LGHN chapters uplift members, deepen relationships, and strengthen leadership pipelines. By combining the national *Madrinas y Padrinos* model with local creativity and intentional structure, chapters can create vibrant learning ecosystems that reflect the support, cultural connection, and growth that define LGHN's mission. (lghn.org)

10. Volunteerism and Community Engagement

Volunteerism connects chapters to the communities they serve. Activities may include service projects, drives, educational outreach, or partnerships with local nonprofits. Chapters should ensure volunteer efforts align with LGHN's mission, are accessible to participants, and reflect positively on the organization. *Volunteer planning tips included in the appendices.*

- **Purpose and Benefits:** Building chapter visibility through service. Avoiding scope creep (how does it tie back to national objectives)?
- **Types of Projects:** Food & backpack drives, mentorships, education outreach, and neighborhood revitalization. Projects can include setting up a booth

or volunteering for projects and events such as Operation Back to School, For Our City Day/Make a Difference Day, Multicultural Festival, and Mariachi Festival.

- **Family-Friendly and Cross-Departmental Volunteering:** Provide opportunities for friends and family to volunteer. Set up a sign-up sheet (e.g.: Sign-up Genius).
- **Regional coordination:** Coordinate a group project at a local non-profit (e.g.: Boys & Girls Center, ICAN, and Save the Family) during Hispanic Heritage Month and Latino Leaders Week. Project can include feeding the homeless, or participating in a toy drive.
- **Safety & Code of Conduct Guidelines:** Provide consent, release, or waiver forms to be signed prior to project or community event start. Set rules, expectations, and code of conduct requirements.
- **Impact Tracking and Storytelling:** Celebrate project or community event through social media, or local LGHN Chapter webpage.

11. Administration, Meetings, and Reporting

Efficient operations ensure chapters remain organized, accountable, and impactful.

Good administration is the unsung hero of every successful chapter. It ensures meetings run effectively, decisions are well documented, members stay informed, and reporting is timely and consistent. This section provides best practices and technology recommendations so chapters can build strong administrative habits that support growth and sustainability.

Administration Best Practices

Administration includes everything that keeps the chapter operating smoothly between meetings—records, calendars, files, communication, and process documentation.

Core Administrative Principles:

- **Clarity:** Everyone should understand roles, expectations, and processes.
- **Consistency:** Use repeatable systems for documentation and communication.
- **Accessibility:** Store documents where board & committee members can easily find them.
- **Security & Privacy:** Use platforms that protect member data and comply with applicable local government policies.

Recommended Software & Tools

Below are commonly used platforms that chapters of any size can adopt. Many offer free tiers or nonprofit pricing.

Document & File Management

- **Google Workspace (Google Drive, Docs, Sheets):** Easy collaboration, version history, shared folders.
- **Microsoft 365 (OneDrive, SharePoint, Word/Excel):** Strong for formal documentation and larger organizations. LGHN can set up a SharePoint folder for a chapter(s) on the LGHN SharePoint site and allow access for chapter members.
- **Box or Dropbox:** Simple file storage with folder sharing.

Communication & Workflow

- **Slack:** Organized channels for committees, leadership, and projects.
- **Microsoft Teams:** Combines chat, meetings, and file storage (especially if using SharePoint).
- **WhatsApp or Group Messaging:** For quick, less formal communication.

Calendar & Scheduling

- **Google Calendar or Outlook Calendar:** Shared calendars with event visibility for board/committees.
- **Doodle or Calendly:** Simple tools for scheduling across multiple participants.

Meeting Management & Minutes

- **Zoom or Microsoft Teams:** Virtual meeting platforms with recording and screen sharing.
- **Otter.ai or integrated meeting transcription:** For capturing discussions and saving time.

Project & Task Tracking

- **Trello:** Simple boards for tasks by committee or project.
- **Asana:** More advanced project planning and team task visibility.
- **Notion:** Combines notes, databases, and task management in one space.

Surveys & Feedback

- **Google Forms:** Free and easy collection of member input.
- **SurveyMonkey:** More advanced survey logic and reporting.
- **Typeform:** User-friendly, engaging forms.

Financial Tracking & Reporting

- **QuickBooks Online:** Standard for chapter financial records and reporting.
- **Wave Accounting:** Free option for small chapters.
- **Excel / Google Sheets:** For budget templates and simple tracking.

Planning Effective Meetings

Meetings are where decisions are made and work gets aligned. Well-run meetings save time, foster participation, and build confidence.

Types of Meetings:

- **Board Meetings:** Decision-making and governance
- **Executive Committee Meetings:** Planning and urgent issues
- **Committee Meetings:** Focused on membership, events, communications
- **General Member Meetings:** Engagement and community building

Meeting Best Practices

1. Create and Share an Agenda Ahead of Time

- Distribute at least **48 hours before** the meeting
- Include time estimates and desired outcomes per item
- Use a consistent template

Chapter meeting agenda template included in appendices.

Sample Agenda Outline:

- Call to Order & Welcome

- Approval of Minutes
- Updates (President, Treasurer, Committees)
- Discussion Items
- Action Items & Next Steps
- Closing & Next Meeting Date

2. Establish Roles

- **Facilitator/Chair:** Keeps the meeting on track
- **Timekeeper:** Ensures time is respected
- **Minute Taker:** Captures key decisions and action items
- **Tech Host (for virtual):** Manages screens, recordings, chat

3. Use Consent Agendas (When Appropriate)

- Group routine items together and approve them in one motion
- Saves time for substantive discussion

4. Record Decisions, Not Conversations

Minutes should focus on:

- Motions and approvals
- Key decisions
- Assigned action items with deadlines
- Attendance

Board Meeting Minutes: What to Include

A clear, consistent minutes format increases transparency and saves time later. [Chapter meeting minutes template included in appendices.](#)

Recommended Fields:

- Meeting title, date, time, and location (virtual/in-person)
- Attendance (present, absent, guests)
- Approval of previous minutes
- Summary of key reports (Finance, Membership, Programming)
- Decisions taken (with motion and vote results)
- Action items, owners, and deadlines
- Next meeting date/time
- Adjournment

Storage Tip: Save minutes in a shared folder by year and label them clearly (e.g., “2026-02-15 Board Minutes.pdf”).

Reporting Expectations

Good reporting fosters accountability and alignment with chapter goals and LGHN national expectations.

Who Reports What?

- **Treasurer:** Financial reports (monthly or quarterly)
- **Committees:** Progress against goals
- **President:** Chapter highlights and challenges
- **Secretary/Communications:** Meeting minutes and membership updates

Report Types & Frequency

Report	Frequency	Audience
Board Meeting Minutes	After each meeting	Board & Committees
Financial Summary	Monthly/Quarterly	Board & Treasurer
Committee Updates	Monthly/Quarterly	Board
Annual Chapter Report	Annually	National LGHN & Members
Event Impact Reports	After major events	Board & Members

Annual Chapter Summary & Key Metrics

At fiscal/season close, chapters should compile an **annual report**. The chapters should prepare a 1- or 2-page report on deliverables from the previous year and goals for the next year. This can be provided in bullet format with the major focus on deliverables. The report should be submitted to LGHN in April and presented to the LGHN board at the May board meeting.

Suggested Sections:

- Message from the President
- Membership overview (growth, retention)
- Financial summary and key highlights
- Key programs and events (participation, outcomes)
- Partnerships & sponsorships leveraged
- Mentorship and leadership development impact
- Challenges and opportunities
- Goals for the next year

This becomes a living narrative that:

- Tells the chapter's story
- Supports recruitment and sponsorship outreach
- Aligns future planning with past results

Sharing Success Stories

Celebrate wins and tell your chapter's impact story!

Ways to Share:

- Newsletter highlights
- Social media spotlights
- Member testimonials
- Short videos or photo recaps
- Quarterly reports to members

Best Practices for Data Collection & Privacy

Chapter leaders often collect member contact information, event registration data, and survey responses. Protecting member privacy is essential.

Best Practices:

- Use secure platforms with data encryption
- Limit access to sensitive data to only those who need it
- Communicate data use and privacy expectations to members
- Comply with applicable laws and organizational policies

Handling Ethical Concerns or Member Issues

Clear expectations and processes help maintain trust.

When issues arise:

- Refer to the chapter's **code of conduct**
- Document concerns objectively
- Engage relevant officers (e.g., Ethics Liaison, President)
- Address matters promptly but fairly
- Maintain confidentiality when appropriate

Summary Checklist: Administrative Health

- ☐ Shared folder with clear structure
- ☐ Calendar of all meetings & events
- ☐ Standard agenda template
- ☐ Standard minutes template
- ☐ Communication plan for members
- ☐ Regular financial reporting
- ☐ Annual chapter summary/report
- ☐ Data privacy guidelines
- ☐ Issue/concern resolution process

Good administration ensures that the chapter's great ideas are supported by great execution. Well-run meetings, clear documentation, and consistent reporting build credibility with members, partners, and LGHN—and make leadership a rewarding experience for volunteers.

12. Appendices, Resources, and Templates

The following tools and resources are provided to support chapter operations and programming. These materials are intended to be adapted to local needs while remaining aligned with LGHN values and objectives.

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1. Introduction to LGHN

- LGHN Website and Resource Links

LGHN Website and Resource Links

www.LGHN.org

- History and Bylaws
- Our Values
- Affiliate Organizations
- Board of Directors
- Chapter Members
- LGHN Committees

Membership

- [Become a Member](#)

Resources

- Awards
- Articles
- Our Values
- Leadership Development
- Newsletters

Members Only:

- [**UPCOMING WEBINARS**](#)
- [Recorded Webinars](#)

2. Governance and Leadership

- Sample Bylaws (Summary Version)
- Example Organization Chart
- Annual Review/Board Review Question Examples

Bylaws: Central Texas Hispanic/Latino Local Government Network
Approved: January 4, 2023
Amended: September 30, 2024

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	Section 2: Membership Categories	
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	Section 4: Membership Dues	
	Section 5: Failure to Pay Dues	
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	Section 3: Duties of the Board of Directors	
	Section 4: Meetings	
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Central Texas Hispanic Local Government Network

Article I: Purpose and Objectives

The Central Texas Hispanic Local Government Network a Regional Chapter of the Local Government Hispanic Network is comprised of multiple local government jurisdictions in Central Texas. The purpose of the Regional Chapter is to:

- Support local government efforts in attracting and retaining a diverse pool of Hispanic talent.
- Expand Hispanic representation in local government leadership positions.
- Serve as a resource to the leadership of local government jurisdictions in their efforts to serve their respective Hispanic communities.
- Provide continuing education, training, and skill sets development to position Hispanics to be more competitive for career advancement.
- Provide opportunities for professional development and awareness of Hispanic issues within communities.
- Share relevant knowledge, information, and experience through networking and regional activities.
- Develop and maintain professional associations with the International City/County Management Association (ICMA), the National Local Government Hispanic Network (LGHN), Texas City Management Association (TCMA), National Forum for Black Public Administrators (NFBPA), and other affinity groups to achieve our common goals and objectives.
- Partner with institutions of higher education to prepare and mentor members to serve in local government positions and in regional, state, and national local government professional organizations.
- Form strategic alliances (formal and informal) with other Hispanic professional organizations, as well as community partners.

Article II: Membership and Dues

Section 1: Eligibility

All employees of the participating local government jurisdictions, whether permanent, interns, part-time or temporary employees, and educators/students in related public administration programs are eligible to be a member of the chapter. Individuals whose organization is not a member of the Central Texas Chapter may join as an individual member.

Section 2: Membership Categories

The chapter shall consist of three categories of membership:

- *Full Membership.* All individuals currently employed in local government jurisdictions within the Central Texas Chapter territory are eligible for chapter membership provided they agree to promote the Chapter's mission, purpose, objectives, and meet qualifications adopted by the Board. Members in this category are eligible to serve on the board and vote. Members may be "in transition" from one local government position to another for a period of time. Such "in transition" status will in no way affect the membership, voting status or office holding status of an Individual member. Local government employees whose organizations are not members of the chapter may join as individual members of the chapter.
- *Student Membership.* Students at the undergraduate and graduate levels who live or attend higher level institutions within the Central Texas Chapter territory are eligible to become student members of the chapter provided they agree to promote chapter mission, purpose, objectives and meet qualifications adopted by the Board. Students in ICMA university chapters can be members of the chapter at no cost. Student Members do not have the right to hold office in the chapter or the right to vote.

- *Associate Membership.* Private local government professionals, associations, organizations, and institutions are eligible to become affiliate members provided they agree to promote the chapter mission, purpose, and objectives, and meet qualifications adopted by the Board. Affiliate Members do not have the right to hold office in the chapter or the right to vote.

Section 3: Voting Rights

Each member entitled to vote on an issue submitted to the members shall be entitled to one vote upon each issue. Each member entitled to vote at an election of the Board may cast one vote for as many persons as there are Directors to be elected.

Section 4: Membership Dues

The Board shall determine the annual dues for each member or class of membership. Dues shall be payable in January of each year. For new members who join during the year, dues shall be pro-rated.

Section 5: Failure to Pay Dues

If any member of the chapter fails to pay annual dues within a period of sixty (60) days after the membership anniversary date, the membership of such member may be suspended or may be terminated under the discretion of the Board.

Article III: Board of Directors

Section 1: Directors and Officers

The chapter shall be governed by a Board of Directors that shall not exceed 15 members and consist of:

- President
- Vice President
- Secretary/Treasurer
- The Executive Committee will consist of the President, Vice President and Secretary/Treasurer
- Up to two (2) board members from member cities categorized as 'large', and one (1) board member from member cities categorized as 'small'. These board members are exclusive of any Executive Committee Members from member cities. Member cities may decline these board positions at their discretion.
- Two (2) At-Large Members
- The Board may appoint ex officio members as advisors to the Board of Directors. Ex officio members have no voting rights.

Section 2: Terms of Office

All members of the Board of Directors shall serve 2-year staggered terms beginning January 6, 2023. Vacancies on the board shall be filled by the Board of Directors to complete the unexpired term of the officer vacating the position. Office holders who otherwise leave the local government profession or retire from service may serve out their term of office.

Section 3: Duties of the Board of Directors

The duties of the Board of Directors shall include, but not be limited to:

- Set policy for the chapter.
- Develop and approve revisions to rules and bylaws.
- Create a plan for communications, membership development, programs and special events, and nominations and elections.
- Approve an annual work plan and budget.
- Establish membership dues as part of the budget process.

Provide appropriate oversight and guidance to assure the successful fulfillment of the chapter's goals and objectives.

- Demonstrate a strong commitment to the sustainability of the chapter by actively participating in activities such as, but not limited to:
 - Attending and being fully prepared to participate in board meetings.
 - Leading or contributing in committee/subcommittee work.
 - Facilitating and/or participating in networking events and training programs.

Section 4: Meetings

Board meetings and special meetings will be set by the Board, with meeting dates and agendas posted and made readily available to facilitate access for the membership at large. The venue shall be designated by the President, including electronic communications.

Section 5: Quorum

For the purpose of conducting official chapter business, a majority of the number of Directors in office shall constitute a quorum at any board meeting. For issues requiring action before the next scheduled meeting, the Board may refer those items to the executive committee or request approval by a majority of the Board through email communication.

Section 6: Attendance

A Director who misses three consecutive meetings or misses one-third of all regular meetings in a 12-month period, except for health or other emergency reasons as determined by the Chair, shall be ineligible to continue serving. The Treasurer/Secretary shall keep attendance records.

Section 7: Vacancies and Resignations

A vacancy in the Board may be filled by a majority vote of the Board. A Director who fills a vacancy shall serve for the unexpired term of his or her predecessor. In the event the Chair becomes vacant for any reason; the Vice-Chair shall assume the title and duties and responsibilities of the Chair until the next Board election. In the event the Vice-Chair for any reason is unable to assume the Chair's position, the remaining Board members will elect a Chair from the current Board by majority vote.

Any member of the Board may resign at any time by giving written notice to the Chair 30 days before such resignation shall take effect.

Section 8: Removal

The Board shall review all requests to consider removal of a member of the Board of Directors and shall have final authority for this decision.

Article IV: Records

Active members shall have access to records of the Chapter, with requests made to the Secretary/Treasurer. All membership rosters are the sole property of the chapter and are not for public record or distribution.

Article V: Qualifications/Nominations and Elections

Active members meeting the requirements for full membership as defined in Article II, Section 2 are eligible to serve on the Board of Directors. In establishing the chapter, the organizing committee shall

recruit the members of the Board of Directors. The Board shall determine the process for future nominations and elections and amend the bylaws accordingly.

Article VI: Amendments to Bylaws

During the start-up phase of the chapter, the bylaws may be amended by two-thirds vote of the board. Following the start-up phase of the chapter (as determined by the board of directors), bylaws amendments may be submitted by two-thirds vote of the Board or by a petition signed by not less than 20% of the voting membership. The bylaws shall be submitted to the membership for review/objection and become effective immediately following a 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/parties and either modify and resubmit the amendment to the membership or decide that the amendment is in the best interest of the chapter.

Sample of Board /committee responsibilities (may include but not limited to):

Communications (Member Engagement)

- Maintains a record of [chapter]events.
- Prepares and coordinates the distribution of communications, a newsletter, social media or other form of communication, regular and special meeting notices, agenda.
- Prepares an annual report summarizing organizational activities of the year.
- Leads the maintenance of [chapter]website and works with the Board of Directors and membership for content development and updating [if website is developed].
- Works with the Membership regarding membership database development and maintenance.
- Communicates the activities of assigned Committees.
- Performs other duties as defined by the Board.

Membership

- Prepares annual strategy for membership development, and outreach to attract new members.
- Prepares and distributes notices of dues, collects all dues, and maintains records of all due-paying members in conjunction with the Secretary/Treasurer.
- Maintains the membership database in conjunction with Communications.
- Develops marketing strategies/plans to promote the [chapter] and its goals.
- Performs other duties as defined by the Board.

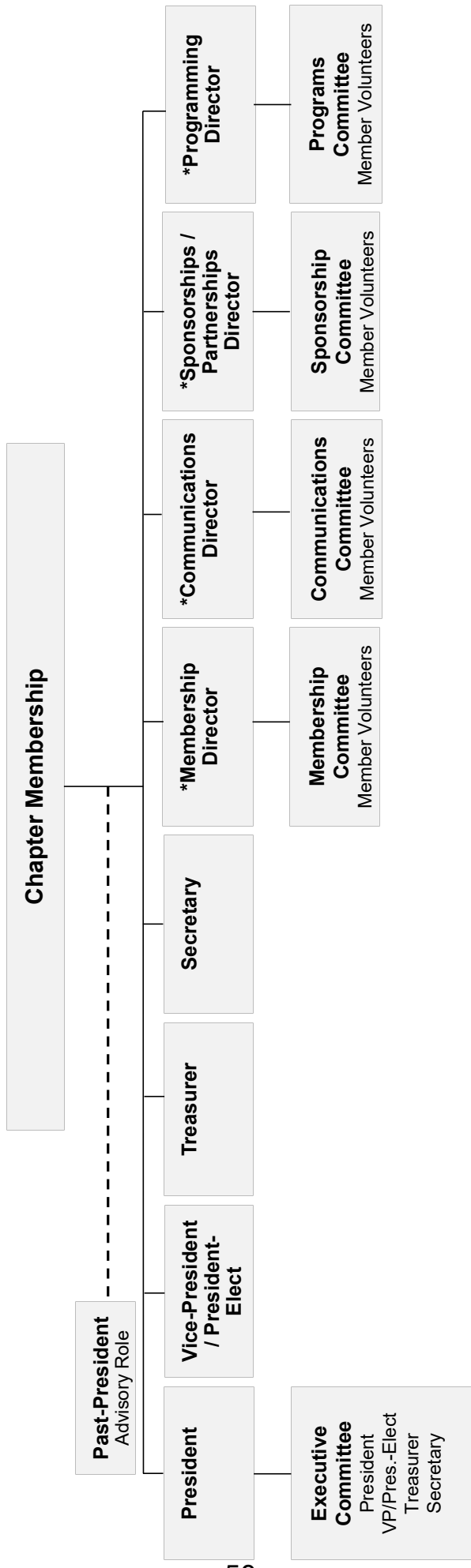
Programs and Special Events

- Develops an annual calendar-of-events to be presented to the Board.
- Works with the Board of Directors to develop professional development programs and publicizes career enhancement and employment opportunities.
- Responsible for developing the support structure to carry out special functions or activities.
- Identify and recruit speakers as needed.
- Prepares program budgets and submits it to the Board.
- Identify opportunities to celebrate Hispanic/Latino heritage in communities
- Performs other duties as defined by the Board.

Nominations/Elections

- Prepare schedule for elections cycle and key dates.
- Manages the election process working with communications to disseminate information to the membership.
- Tallies final vote and reports to the Board of Directors.
- Maintain election results 30 days after the election.

Example Board of Directors Org. Chart



* May be separate directors or responsibilities of At-Large Directors

Chapter Annual Review/Board Review Questions

Name:

Board Position:

1. What do you view as your responsibility on the board?
2. What is one word that describes chapter today?
3. What is one word you hope will describe chapter in five years from today?
4. Share the most important decision that you've made during your board service.
5. What do you love about the chapter?
6. What do you believe are the chapter's **strengths**?
7. Where do you see **limitations, weaknesses and/or challenges** to the chapter's work and efforts to progress?
8. What are the **opportunities** that the chapter should pursue?
9. What do you believe are barriers or external threats to the chapter's success?
10. What do you believe should be the top priorities for the chapter in the next 5 years

3. Fiscal Management and Compliance

- Sample MOU for third party fiscal assistance

Sample Memorandum of Understanding (MOU)

For Chapters Managing Local Funds

Memorandum of Understanding (MOU)

Between: [Parent Organization]

And: [Chapter Name]

Effective Date: [Month Day, Year]

Purpose

This MOU outlines financial management responsibilities when a chapter collects or manages local funds.

Chapter Responsibilities

- Maintain accurate financial records and documentation.
- Use funds exclusively for mission-aligned, approved chapter activities.
- Submit required financial reports.
- Follow all LGHN procurement and approval procedures.
- Comply with applicable LGHN policies, IRS/state regulations, and banking rules.

Parent Organization Responsibilities

- Provide tools and templates for budgeting, reporting, and compliance.
- Offer financial management training as needed.
- Review submitted reports and provide feedback or corrective actions.
- Serve as fiscal agent for designated funds when applicable.

Banking and Fund Management

- Chapters may maintain local bank accounts only with written authorization.
- At least two officers must be signatories (including the treasurer).
- Annual financial reviews may be conducted at LGHN's discretion.

Term and Termination

This MOU remains in effect for one year and automatically renews unless amended or terminated with written notice.

Signatures/Date

Chapter President

Chapter Treasurer

LGHN Representative

4. Strategic Planning for Chapters

- Refer to “LGHN Website and Resource” Links in Section 1 for Alignment with LGHN Goals and Programs
- Annual Planning Calendar
- Strategic Planning Session Agenda Template
- Mesa Hispanic Network Sample Strategic Planning Agenda
- Mesa Hispanic Network Strategic Plan Presentation
- Unidos NorCal Strategic Planning Summary
- Strategic Plan Template

High Level Annual Planning Calendar

(Based on LGHN Calendar Year – Dates are Approximate Guide)

December/January

- Deliver chapter goals/programs to LGHN staff
 - Prepare report of prior year accomplishments for LGHN
 - Each chapter commit to/prepare for 1 or more webinars for the LGHN calendar
- Reach out to new jurisdiction members to sign up employees for member access
- Set chapter timelines for preparing and presenting programming
- LGHN fiscal year begins January 1
- Dues payable effective January 1
- Update chapter membership roster in i4a

February

- Execute chapter programming (ongoing throughout the year)

March

- Submit report of prior year accomplishments to LGHN
- Dues grace period ends; access to programming will be restricted

April/May/June

- LGHN planning for dinner at ICMA. Chapters in the region of the conference are asked to assist with location and fundraising.

June/July/August

- Mid-year check-in on budget and programming
- Finalize planning schedule for Hispanic Heritage Month

September/October

- Hispanic Heritage Month activities

October/November/December

- Schedule regional affiliates/university partners/sponsors planning meeting
 - NFBPA, NACA, GFOA, MissionSquare, etc.
- Membership drive; renewals start in October (approx.)
- Budget preparation for next year's activities
- Conduct chapter board retreat

Resource B: Half-Day Strategic Planning Session Agenda

(4–4.5 hours total)

This agenda works for **new chapters, growing chapters, or chapters recalibrating direction.**

LGHN Chapter Strategic Planning Session

Session Length: 4–4.5 hours

Participants: Board, Committee Chairs, Key Members

Facilitator: ☐ Internal ☐ External ☐ LGHN Support

1. Welcome & Framing (30 minutes)

Purpose:

- Set expectations
- Reinforce LGHN mission and chapter role
- Establish a safe, collaborative environment

Agenda Items:

- Welcome & introductions
- Review session goals and outcomes
- Brief overview of LGHN national priorities
- Review chapter purpose and scope

Key Question:

What kind of chapter are we trying to be?

2. Chapter Reflection & Current State (45 minutes)

Purpose:

Understand where the chapter is today before deciding where it should go.

Discussion Topics:

- What has worked well?
- Where are we stretched or struggling?
- Membership trends and engagement
- Programming and partnerships
- Leadership capacity and sustainability



Mesa Hispanic Network

2026 Strategic Planning Session

July – December 2026 Programing

Tuesday, May 5, 2026

1:30-4:30 pm

Fire Admin – Mesquite Conference Room

13 W. 1st Street 2nd Floor

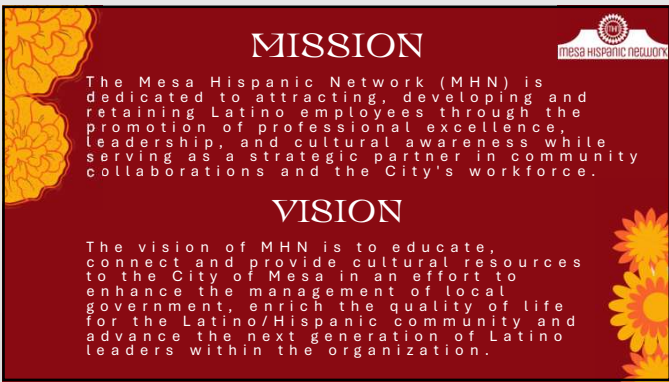
1. Welcome & housekeeping
2. Mission & Vision
3. MHN Status
 - Budget
 - Membership Status
 - Succession Planning for E-Team
4. Programming MHN FY26/27 Calendar of Events (July –December 2026)
 - July
 - MHN Annual Meeting & Birthday Celebration
 - August
 - Lunch & Learn My 2.0 Apprenticeship Program
 - September
 - Benefits Webinar; Your Health is Your Wealth
 - October
 - Employee Benefits Health Fair - (Booth)
 - Hispanic Heritage Month Celebration
 - November
 - Professional Development – The Arts
 - Employee Appreciation Luncheon 11/4 - (Booth)
 - December
 - ERG Holiday Social (MHN, WLM, NEXTGEN, MESABEN)
 - MHN Strategic Planning Meeting 12/1 from 2-5 PM
 - LGHN Webinar
5. Break
6. Vote E-Team Members off
7. Discuss Recruitment Strategy for the vacant E-Team Positions
8. Discuss E-Team Seat Terms and Founding Members Terms
9. Open Discussion
10. Adjourn



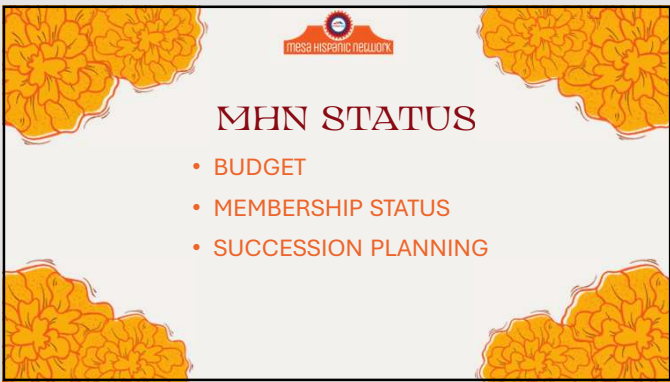
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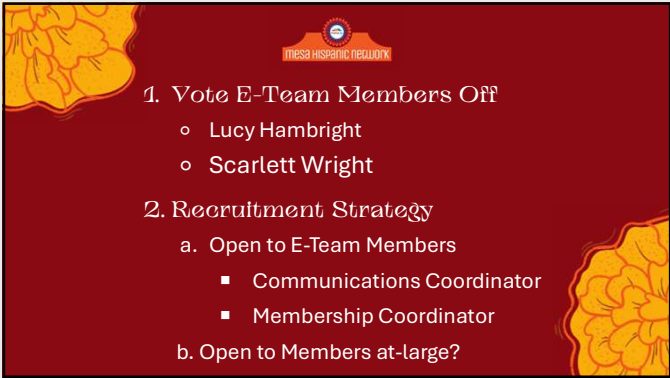
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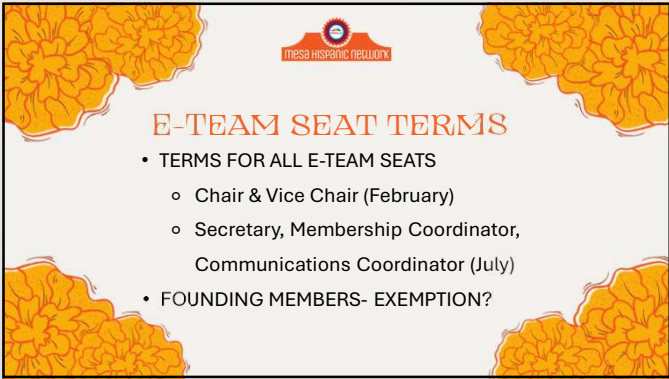
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11



Unidos Norcal Retreat

Empowering Latino/a/x/e local government leaders in Northern CA through connection, collaboration, and engagement



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December 5, 2025 | 8:00 AM – 1:00PM | Wave Waterpark – 4201 Central Parkway, Dublin CA

WORKSHOP SUMMARY

Board members met to reflect on accomplishments from 2025 and begin shaping priorities for 2026. The session opened with background context, brief board introductions, and grounding activities. From there, the group reviewed the updated elevator pitch, brainstormed and prioritized initiatives, and mapped those initiatives across the quarters of 2026.

To accommodate schedules, several adjustments were made to the original agenda (included for reference). The white elephant activity and board photo were moved earlier in the session, initiative speed-planning was reassigned as a follow-up action item, and approval of minutes was postponed.

The following section provides a brief summary of outcomes from each activity and the action items captured during the retreat.

Relevant attachments follow this summary and include the retreat agenda, pre-assignment, speed-planning template, and facilitation slides.

REVIEW OF ELEVATOR PITCH AND TAGLINES

Elevator Pitch

Ariana opened this section by noting that the first retreat focused primarily on building cohesion. Although the mission, vision, objectives, and values were discussed and brainstormed at that time, they were not fully refined. Because of this, the elevator pitch (previously developed and vetted by the group) was revisited as it is more closely aligned with the mission statement.

Participants broke into small groups to review the pitch and provide feedback.

There was general consensus to keep the elevator pitch largely intact, while exploring the following refinements in 2026:

- Wordsmithing: Adjust or strengthen language related to equity and public service.



Unidos Norcal Retreat

Empowering Latino/a/x/e local government leaders in Northern CA through connection, collaboration, and engagement



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- Conciseness: Aim for a more streamlined statement (one to two sentences) by reducing redundancy and simplifying wording.
- Substantive Adjustments: Emphasize leadership and development; consider removing subjective elements or items that fall outside the group's scope. Explore adding differentiators related to community and belonging, and discuss how to acknowledge representation given that not every community includes a Latino population.

Additional feedback included refining the pitch and ultimately converting it into a mission statement. This refined mission can then serve as the foundation for developing key messages or a script that board members can use in conversations.

Tagline

The group reviewed each of the five taglines developed during last year's retreat and used stamps to indicate the extent to which each one resonated with them.

Tagline	Stamp Count
Unidos NorCal: Developing Latino/a leaders to drive meaningful change.	17
Unidos NorCal: Empowering Latino/a leaders to shape the future of local government.	16
Where Latino/a leadership, community, and public service come together.	3
Unidos, we rise—stronger voices, stronger communities.	0
Unidos NorCal: Supporting Latino/a professionals, shaping stronger communities.	0

GOALS

The 2025 goals were briefed reviewed and then at tables, groups shared their Board, professional, and beyond the work accomplishments they wrote in the pre-assignment. Each group selected a few Board related to share. These were written on paper picado templates and put up on the wall. They included:

Strong partnerships

102 members

Revised logo

Rebranding

Professional realignment/brand awareness

Many presentations at conferences

Website sponsorship

Successful webinar series on resiliency

Building community with Board members

Manifestation



Unidos Norcal Retreat

Empowering Latino/a/x/e local government leaders in Northern CA through connection, collaboration, and engagement



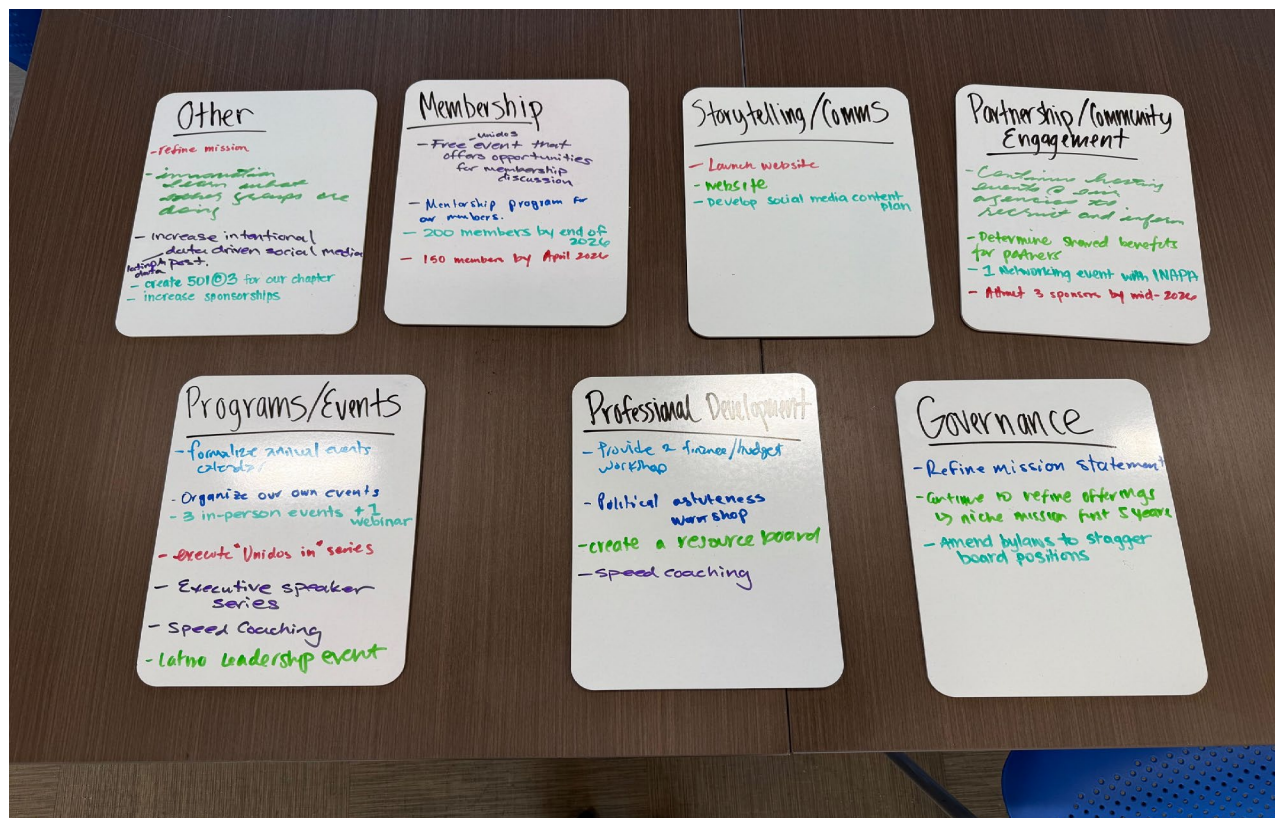
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INITIATIVES FOR 2026

As part of the pre-assignment, Board members were asked to think about and write down initiatives they were interested in pursuing to help move the organization forward. These ideas were each placed on Post-it notes. The Board then split into two teams and sorted the initiatives into three categories: “Must Do,” “Would Be Nice,” and “Maybe Later.”

After discussion, the group reached consensus on the “Must Do” items. Due to time constraints, the remaining two categories were not fully discussed so that attention could remain focused on the essential priorities.





Unidos Norcal Retreat

Empowering Latino/a/x/e local government leaders in Northern CA through connection, collaboration, and engagement



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Must Dos	Would be Nice/Maybe Later
• Organize our own events* • 3 in-person events + 1 webinar* • Continuous learning events to recruit and inform* • Free event that offers opportunities for membership discussion* • Latino leadership event • Exec speaker series • Exec “Unidos In” series • Formalize annual calendar • Amend by-laws to stagger Board position terms • Develop social media content plan • Speed coaching with ICMA • 200 members by the end of 2026 • Attract 3 sponsors • Launch website • Networking event with INAPA • Determine shared benefits for partners (prospectus) • Refine the mission (+review mission of other boards)	• Develop key message toolkit (to be done after mission statement is refined) • Resource board • Create 501c3 • Collect data on Latino representation • Mentorship program (instead, focus on promoting LGHN Madrina/Padrina Program) • Increase sponsorships • Speed coaching (hosted and organized by Unidos) • Leverage partnership with Pat Martel

* Initiative was not added to the calendar as it was duplicative/covered through another initiative plotted

CALENDAR MAPPING

Following the prioritization activity, Board members were asked to assign the “Must Do” items, external events, Board administration items, and communications into the four quarters. Following discussion and revising, the following was plotted. Items were plotted according to their anticipated execution dates, with the understanding that planning would need to occur in advance of the dates shown.

As a next step, the Board will need to further refine the calendar and complete the Initiative Speed Planning worksheet on select items.



Unidos Norcal Retreat

Empowering Latino/a/x/e local government leaders in Northern CA through connection, collaboration, and engagement



**TÚ
PUEDES
HACERLO**



CALENDAR MAPPING

Quarter 1 (January – March)

Initiative	Category	Timing	Notes
Duplicate 2025 calendar for 2026, then refine – include monthly events and holidays	Comms		
Develop social media content plan	Comms		Currently underway
Collect Board member bios and headshots for monthly features	Comms		
Order merch	Comms		
Partner with ICMA on speed coaching	Program		
Formalize annual calendar	Administration		
Research 501c3 formation	Administration		
Refine the mission statement (including review of the missions of other boards)	Administration		
Data discussion	Administration		Discuss its intended use and means of collection
Unidos Leadership Event	Program	February	End of Feb, in Sacramento
Cal Cities – City Manager Conference	External Event	February	
MMANC – Women's Leadership Summit	External Event	March	

Quarter 2 (April - June)

Initiative	Category	Timing	Notes
Launch website	Comms		
Exec Speaker Series	Program		
Latino Leadership Event	Program		
Exec “Unidos In” series	Program		
LGHN Conference	External Event	April	
Unidos Networking Event	Program	May	
CAPIO Conference	External Event	May	



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HACERLO**



Quarter 3 (July - September)

Initiative	Category	Timing	Notes
Amend by-laws to stagger positions	Administration		
Unidos Community Event (Soccer)	Program	July	
Unidos Leadership Event	Program	September	Bay Area

Quarter 4 (October - December)

Initiative	Category	Timing	Notes
Reach 200 members	Membership	December	Complete by year end
Attract three sponsors	Partnership	December	Complete by year end
Determine shared benefits for partners	Partnership	December	Complete by year end
Host a networking event with INAPA	Partnership		Consider tying this to the MMANC or ICMA conference event
Cal Cities Conference	External Event	September	
MMANC Conference - Host Cafecito - Consider using this as an Unidos networking event	External Event & Program	October	
CALPELRA Conference	External Event	November	

Resource A: LGHN Chapter Strategic Plan Template

This template is intentionally simple. A strong strategic plan does not need to be long—it needs to be **clear, shared, and actionable**.

LGHN Chapter Strategic Plan

Planning Period: ☐ 1 Year ☐ 2 Years ☐ 3 Years

Chapter Name: _____

Geographic Scope: _____

Date Adopted: _____

Board Approval Date: _____

1. Chapter Overview

Brief Chapter Description (1–2 paragraphs):

Who you are, who you serve, and the communities or professionals you represent.

2. Vision Statement

(The future you want to help create)

Our Vision:

3. Mission Statement

(What you do, who you serve, and how)

Our Mission:

4. Values & Guiding Principles

(Optional but recommended)

List 3–6 values that guide how the chapter operates and makes decisions.

- ☐ Leadership
- ☐ Equity & Inclusion
- ☐ Service
- ☐ Collaboration
- ☐ Professional Excellence
- ☐ Cultural Awareness
- ☐ Other: _____

5. Strategic Focus Areas

(Limit to 3–5 to avoid burnout)

Identify the priority areas your chapter will focus on during this planning period.

1. ☐ Membership & Engagement
2. ☐ Leadership Development & Mentorship
3. ☐ Programming & Events
4. ☐ Partnerships & Community Impact
5. ☐ Financial Sustainability
6. ☐ Communications & Visibility
7. ☐ Other: _____

6. Strategic Goals, Objectives & Metrics

Use one table per strategic focus area.

Strategic Focus Area: _____

Goal Statement:

(What success looks like by the end of the planning period)

Objective	Action Steps	Lead (Board/Committee)	Timeline	Measure of Success
-----------	--------------	------------------------	----------	--------------------

7. Alignment with LGHN National Priorities

Briefly describe how this plan supports LGHN's national mission and initiatives.

8. Capacity & Resource Considerations

People (volunteers, board, committees):

Financial resources (dues, sponsorships, grants):

Partnerships & in-kind support:

9. Annual Review & Adaptation Plan

Strategic plans should evolve.

☐ Annual board review scheduled

☐ Metrics reviewed quarterly

☐ Adjustments documented and communicated

Responsible Party: _____

10. Plan Adoption & Accountability

By adopting this plan, the Board commits to using it to guide decisions, programming, and resource allocation.

President: _____ **Date:** _____

Secretary: _____ **Date:** _____

5. Communications, Marketing and Branding

- Newsletter Tips & Best Practices
- Newsletter Examples (provided as examples of content – online view and PDF view will differ)
 - Juntos Colorado Newsletter
 - Michigan Local Government Latino Network Newsletter
- Juntos Colorado Logo and Branding Process

Newsletter Tips/Best Practices

Source: <https://www.hostinger.com/tutorials/email-newsletter-best-practices>

1. Write strong subject lines: A strong subject line plays a crucial role in the success of your [email marketing](#) strategy. Here are tips for writing effective email subject lines:

- Keep it short and to the point.
- Spark curiosity, but stay relevant.
- Personalize when possible.
- Show immediate value.
- Address a pain point or question directly.

2. Add a clear call to action: The call to action (CTA) in your email influences your audience's willingness to click and view the content you'll direct them to. For maximum impact, place your CTA prominently at the end of your primary message.

3. Deliver value over promotion: When planning an email newsletter strategy, prioritize content that your audience will find genuinely helpful and relevant. When recipients feel they're gaining value, they're more likely to stay engaged and trust your credibility.

4. Use a clean, simple newsletter layout: A well-designed newsletter makes your message easier to digest. A clean, simple layout helps readers instantly understand what your email is about without feeling overwhelmed.

5. Design a mobile-first newsletter: A responsive design ensures that your emails look professional and perform optimally, no matter where your readers open them. Responsive email design increases unique mobile clicks by 15%.

6. Add alt text to all images: Alt text, short for "alternative text," is the description that appears when an image fails to load or when a screen reader interprets your email for visually impaired users. It may seem like a small detail, but it ensures that every subscriber understands your content.

7. Make unsubscribing easy: Every email newsletter should give readers the freedom to opt out whenever they choose. When people know they can easily stop receiving your emails, they're more likely to view your brand as transparent and respectful of their preferences.

8. Stick to a consistent sending schedule: Sending newsletters on a regular schedule builds anticipation among your subscribers. When readers know when to expect your emails, they're more likely to engage with them.

9. Segment subscribers based on behavior, demographics, and engagement; Audience segmentation matters, as not every subscriber shares the same interests or engagement level. Dividing your audience into smaller groups lets you deliver content that feels personal and relevant to each reader. This way, you can increase engagement rates while reducing unsubscribe rates., or loyalty updates for your most active customers.

10. Run A/B tests to improve results; A/B testing helps you understand what connects with your audience by sending two versions of an email and comparing

their performance. This approach reveals what works best, allowing you to refine future campaign

Share:

Email marketing remains one of the most effective channels to connect with your audience, whether you're a small business owner, marketer, or content creator. A solid email newsletter strategy ensures every message you send delivers value and encourages readers to take action.

Here are 10 best practices for creating an effective email newsletter:

1. **Create catchy subject lines.** The subject line is your first impression. Clear, engaging phrasing encourages subscribers to open your email.
2. **Add a clear call to action.** Guide readers on what to do next with concise, action-oriented instructions that boost clicks.
3. **Prioritize giving value to your audience.** Focus on providing helpful, relevant content rather than overtly selling to keep readers interested and engaged.
4. **Design a simple newsletter layout.** Organize content with visual hierarchy, white space, and readable fonts to make emails easy to scan.
5. **Make your email newsletter mobile-responsive.** With most emails opened on mobile devices, responsive design, thumb-friendly buttons, and large, readable text are essential.
6. **Ensure every image has an alt text.** Alt text makes your content accessible to everyone, improves deliverability, and supports screen readers.
7. **Provide an easy unsubscribe option.** A visible, easy-to-use unsubscribe link builds trust, ensures compliance with privacy regulations, and reduces spam complaints.
8. **Send your emails on a predictable schedule.** Regular emails build trust and familiarity with your audience, making them more likely to open future campaigns.
9. **Group your audience.** Tailor your content by grouping readers based on actions, preferences, or engagement level for higher relevance.
10. **Conduct split tests to improve email campaigns.** Test elements like subject lines, CTAs, layouts, or [email send times](#) to understand what resonates and continuously optimize your campaigns.



Please share your thoughts with us about your 2026 LGHN conference experience!

As we close the door on the 2026 LGHN Annual Conference in Westminster, CO, we invite you to share more details about your experience. You can access the link to the conference survey [here](#).

Your input is important! It will inform planning considerations for the 2027 Annual Conference. In addition, your input allows the association to evolve as our member needs and interests evolve. You will also see included in the survey the option to speak with us directly about your thoughts and experience.

Please submit your survey by the close of business on May 21, 2026.

If you have more questions or requests, e-mail info@lghn.org.

Join the City and County of Broomfield for their Juneteenth Celebration

WEDNESDAY
JUNE 17 CELEBRATE

HEADLINER
DZIRAE GOLD

JUNE TEENTH
WITH AN EVENING OF
POWERFUL MUSIC CULTURE COMMUNITY

OPENING ACT
Rex Peoples

Dzirae Gold is a Denver-based soul and jazz vocalist whose voice has been described as "smooth as liquid gold." Classically trained and deeply expressive, she has earned recognition as "Denver's Golden Girl" for her powerful performances celebrating the richness and legacy of Black music.

Rex Peoples is a seven-time winner of Best Blues Vocalist in Colorado, a state representative at the International Blues Competition and a Broomfield resident. His high-energy blend of R&B, soul and blues—along with his charting album "Fried Food, Hard Liquor"—makes every performance a crowd-moving experience.

FOOD TRUCKS OPEN AT 6 P.M. • MUSIC STARTS AT 6:30
ALL CONCERTS ARE FREE TO ATTEND AND OPEN TO ALL AGES!

ANTHEM COMMUNITY PARK
15663 SHERIDAN PARKWAY

Member Spotlight

Joe Camacho, Juntos Colorado Chapter President, is embarking on an exciting new chapter in public service. After serving formally as a Race Equity Coordinator with Adams County, Joe will be transitioning to a new role as Program Director with Youthlink. His last day with Adams County will be May 21st, with his new journey beginning the following week.

Throughout his career, Joe has been deeply committed to advancing equity, opportunity, and systems change for historically marginalized communities. At Youthlink, Joe will help lead programs that support

young people with assessments, intervention and access to culturally responsive, trauma-informed resources.

As a co-founder and leader within Juntos Colorado, Joe has played an instrumental role in growing a network that uplifts Hispanic and Latino public servants across the state. While he will certainly be missed in county government, we know his passion for service and equity will continue making an impact in this new role.

Please join us in congratulating Joe on this exciting opportunity and wishing him continued success as he begins this next chapter. We are excited to see all that he will accomplish at Youthlink!



Juntos Colorado
A Regional Chapter of LGHN
Email: juntosco@lghn.org



[Manage Your Email Preferences or Unsubscribe](#)

[View this email in your browser](#)



The Michigan Local Government Latino Network (MLGLN) is a state chapter of the Local Government Hispanic Network (LGHN), dedicated to promoting excellence among Latino government employees. Established in 2019 by City of Grand Rapids employees, MLGLN focuses on creating a professional network for Latino employees.



Join Us for a Solstice Bike Ride Celebration!

June 21, 2025

9:30 am - 12:00 pm

Celebrate the start of summer with a fun, family-friendly event! Join us for a 5-mile bike ride from Oxford Trail Head to Millennium Park, a perfect way to enjoy the outdoors and connect with our community.

El Granjero will provide lunch and refreshments following the event.

This event is a collaboration between MLGLN, Color Out Here– WGVU Public Media, and Latino Outdoors GR.

For more information or to register for the event, click [here](#).

Secure your spot soon—availability is limited!

Watch the Recording: Introducing the City of Grand Rapids, MI Community Engagement Framework

If you missed our recent chapter webinar, you can now watch it online!

The webinar introduces the City of Grand Rapids, MI Community Engagement Framework. Presented by Andrea Riley-Mukavetz, Community Engagement Manager for the City of Grand Rapids, the webinar walks through the five-part Framework for Engagement.

This session offers tools and insights to help center community voices, build public trust, and effectively communicate the story of our work as public servants.

Watch the recording [here](#)

Passcode: NV59@5*@

Thank you for Attending Our First Membership Meeting!



Thank you to everyone who attended our first membership meeting in March! The board is excited for the year ahead, filled with professional development and networking opportunities.

If you joined us for the meeting, we'd love to hear your thoughts. Your feedback helps us improve our events.

Share your feedback [here](#).

Upcoming events. 2025



MAR
12

**WEST MICHIGAN
LATINA CONFERENCE**
Event focused on
"Empowering Voices,
Inspiring Change"
[Register Here](#)

MAR
13

LCC MEETING
Latino Community
Coalition Meeting
[Learn More Here](#)

MAR
18

**MLGLN OPEN
HOUSE**
Learn more about the
Michigan Chapter
[Register Here](#)

MAY
7

**MICHIGAN
CHAPTER WEBINAR**
Learn more about the
City of GR Community
Engagement Strategies
[Learn More Here](#)

MAY
8

LCC MEETING
Latino Community
Coalition Meeting
[Learn More Here](#)

JUN
21

**SOLSTICE BIKE RIDE
WITH MLGLN**
Celebrate summer
solstice with MLGLN
Family-friendly event

JUL
25

**LATINA NETWORK
LUNCH SOCIAL +
NETWORKING**
Save the date for this
networking event.
[Learn More Here](#)

AUG
03

LATINO HEALTH 5K
Join the West Michigan
Hispanic Chamber 5k
[Register Here](#)

SEP
16

**PROCLAMATION
AND CAFECITO**
Celebrate the
Hispanic Heritage
month with MLGLN
Save the Date

OCT
8

LUNCH & LEARN
LinkedIn Workshop and
free professional
headshots with MLGLN
Save the Date



Events marked with a star are
hosted by the MLGLN chapter

www.lghn.org

**Join LGHN, Unidos Northern California
and Affiliates for a Resilience Webinar**

Series

LGHN and the Unidos NorCal Chapter continues to host a *Resilience Webinar Series*. To support our members, Unidos NorCal, along with NFBPA and GFOA developed a series to offer tools and strategies to help navigate these uncertain times.

*Best Practices and New Ways to Support Your Peers and Team Members
During Times of Rapid Change*

June 3 at 9:30 am PT/12:30 pm ET

Zoom link coming soon!

We're on LinkedIn!

MLGLN now has an official LinkedIn page where we'll share upcoming events, chapter news, and opportunities to get involved.

Follow us [here](#).

Become a MLGLN Member!

What We're About:

MLGLN is dedicated to fostering professional excellence among Latino public servants. We provide resources tailored to Latino professionals and create a safe, inclusive space to connect with peers both locally and nationally. Whether you're seeking career development, cultural enrichment, or a supportive community, MLGLN has something for you.

As a member of MLGLN, you'll have access to a range of benefits, including:

Professional Development: Participate in webinars, conferences, and workshops designed to advance your career.

Mentorship opportunities: Connect with experienced Latino professionals who can provide guidance, share valuable insights, and support your career journey.

Culturally Relevant Events: Celebrate and explore Latino heritage through various events and activities.

Networking Opportunities: Build relationships with Latino professionals across the state and nationally, broadening your connections within the public service field.

City of Grand Rapids & Kent County employees can join for free!

[Fill out this form to join MLGLN!](#)

Meet Your Board Members!

Interim Chair - **Izamar Contreras-Alvarado, Grand Rapids Water System**

Communications Vice-Chair - **Juan Torres, Grand Rapids Planning**

Membership Vice-Chair - **Dervin Figuereo, Grand Rapids Parks Department**

Programs Vice-Chair - **Ana Ortiz, Grand Rapids Office of Equity and Engagement**

Get Involved! Whether you want to join as a member or step into a leadership role, we'd love to have you! Reach out to us at wmlgln@grand-rapids.mi.us for more information.





Want to change how you receive these emails?
You can [update your preferences](#) or [unsubscribe](#)



Branding Process for Juntos Colorado

- **Explored chapter naming options** Began by drafting several potential names such as *Rocky Mountain LGHN* and *Mile High Government Hispanic Network* to reflect Colorado's identity and regional character.
- **Selected a name rooted in relevance and unity** A board member proposed *Juntos Colorado*, which resonated strongly because it captured both the spirit of togetherness and a clear connection to our state.
- **Developed logo concepts aligned with Colorado's identity** A board member created multiple logo concepts incorporating elements meaningful to Colorado's landscape, culture, and regional symbolism.
- **Refined and adopted a recognizable visual identity** Chose a final logo that balanced professionalism and cultural relevance, then applied it consistently across all materials.
- **Integrated the brand across all chapter assets** Used the logo on printed materials, swag, stickers, and digital communications to build recognition and establish a cohesive brand presence.

6. The Membership Journey

- Sample Message to Recruit Jurisdictions
- Sample Message to Recruit Employees Within Member Organizations

Jurisdiction recruitment message:

[Insert Chapter Logo]

In 2022, the Local Government Hispanic Network (an affiliate of ICMA) partnered with local government professionals in [chapter information]. For most local governments, membership in state and national professional organizations such as the International City/County Management Association (ICMA) is limited to executive staff because of the cost. Membership in the [insert chapter name], **an LGHN regional chapter**, offers **unlimited membership at one low price**. Additionally, as a jurisdiction member, you receive unlimited job postings on the LGHN career hub (a value of \$400 per 30-day posting). [Chapter name] and regional chapters provide ongoing in-person and online professional development and networking opportunities. Most training/webinars are provided at no cost. The LGHN annual conference will be in [location] [date] and there will be a special registration rate for members.

Please consider joining the network of local governments to support the professional development of the next generation of local government leaders, in particular Hispanic professionals. All employees are invited to join to celebrate the Hispanic/Latino culture and to better understand how to engage the Hispanic/Latino community in local government programs.

Information on joining the [chapter name] can be found at: [chapter website]. The website has instructions for new memberships. In addition to supporting LGHN, a portion of your dues will support the activities of the regional chapter. Please consider volunteering to support the chapter as a board member or a committee member. If you are interested, contact me or [chapter representative].

Please feel free to reach out to me or [chapter representative] if you need assistance with the membership application or signing up your employees as members.

Karen

Karen L. Davis | Staff Support
Office: 408-392-0232 | Direct: 408-221-8458



Message for current jurisdiction members to recruit employees:

[Insert Chapter Logo]

Thank you for being a founding member of the [chapter name] and for providing leadership in forming the organization. Chapters provide ongoing in-person and online professional development and networking opportunities. Jurisdiction membership in regional chapters offers an opportunity for unlimited membership in LGHN and [chapter name]. Be sure to include your human resource staff as members. You are entitled to no-cost unlimited job postings (value of \$400 per 30-day posting) which are sent out weekly.

Please reach out to your staff and encourage them to sign up for membership to receive the LGHN newsletter and emails about upcoming events. We can assist you with setting up a registration code that will allow employees to individually enter their contact information. Instructions are included on the LGHN website at: [Chapter Membership | Local Government Hispanic Network \(lghn.org\)](https://lghn.org/Chapter-Membership).

Please feel free to reach out to me or [chapter representative] for more information. Let us know if you need assistance with the registration process for your employees to become members.

Karen

Karen L. Davis | Staff Support
Office: 408-392-0232 | Direct: 408-221-8458



7. Event Planning and Chapter Programming

- Unidos NorCal Event Series
- Affiliate Partner and ICMA Leadership Resource List
- Event Planning Checklist
- Pláticas Speed Coaching Roundtable Guidelines
- External Training and Funding Resources
- Icebreaker Guidelines and Activities
- Central Texas Chapter Conference Sponsor Brochure
- Spreadsheet Template for Tracking Sponsorships
- Juntos Colorado Post-Conference Survey
- Juntos Colorado Conference Participant Thank You Letter



Unidos NorCal Event Series 2026

Event	Date	Location
Unidos in the Profession <i>A panel discussion with Latino executives & recruiter</i> • Navigating Public Service Careers: getting out of the box and leveling up • Pathways to Public Service: leveling up and taking steps for success		
In-person	April 16	Los Altos
In-person	Early November	Sacramento Area
Unidos in Community A fun structured event that also strengthens networking skills		
In-person	June 4	Sacramento Area
In-person	Late August	Bay Area/Peninsula
Unidos in Tradition Meetup at a cultural or sports event open to friends and family		
In-person	World Cup in June	June 12

Webinars

March 31 - Adelante: Building a Legacy of Latina Leadership in Government

August – Cafecito

LGHN Affiliate Partner & ICMA Leadership Resource List

State and Affiliate Associations (from ICMA website), please click on affiliate to find the contact in your area or a contact person to get that information.

- [State-based associations of local government professionals](#)
- [Association Leadership Liaison Directory](#)
- [American Public Works Association \(APWA\)](#)
- [CivicPRIDE](#)
- [Government Alliance on Race and Equity \(GARE\)](#)
- [Government Finance Officers Association \(GFOA\)](#)
- [International Institute of Municipal Clerks \(IIMC\)](#)
- [International Network of Asian Pacific Islander Public Administrators \(I-NAPA\)](#)
- [Local Government Hispanic Network \(LGHN\)](#)
- [National Association of County Administrators \(NACA\)](#)
- [National Forum for Black Public Administrators \(NFBPA\)](#)
- [Women Leading Government California \(WLG CA\).](#)

Contact your state association for resources available through their network or to partner with them for events and professional development.

MissionSquare Retirement can assist with training programs and sponsorships through representatives in your region. Please contact MissionSquare to find the regional contact for your region. <https://www.missionsq.org/about-us.html>

LGHN Liaison: Dario Gomez-Garcia
dgomezgarcia@missionsq.org
202-962-4651

[Your Organization Name] – First Event Timeline

Simple Event Planning Template (for organizations planning their first event)

EVENT DATE: [Insert Date]

TIMELINE (Internal Tasks & Public/Vendor Deadlines)

Task	Description	Audience (I=Internal,	Responsible Party	Due Date	Status	Notes
Pick Date, Time & Location	Confirm venue availability and lock in the date	I		12 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Set a Simple Budget	Estimate costs (venue, supplies, food, marketing) and expected income	I		12 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Define Event Purpose & Basic Plan	Decide what the event is for and what success looks like	I		11 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Check Permits/Permissions Needed	Confirm if a venue permit, insurance, or city approval is required	I		10 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Line Up Vendors/Performers/Volunteers	Reach out to anyone needed to help run the event	I		8 weeks before	☐ Not Started ☐ In Progress ☐ Complete	Only if applicable - skip if it's a small in-house event
Open Sign-Ups (if any)	Open applications for vendors, performers, or attendees	E		8 weeks before	☐ Not Started ☐ In Progress ☐ Complete	Skip if event is invite-only
Assign Team Roles	Decide who is doing what (setup, check-in, cleanup, etc.)	I		6 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Close Sign-Ups	Cut off date for applications or RSVPs	E		4 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Confirm Participants	Notify anyone accepted and confirm details with them	E		3 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Start Promoting the Event	Post on social media, flyers, word of mouth	E		3 weeks before	☐ Not Started ☐ In Progress ☐ Complete	Ongoing task through event date
Order Supplies & Materials	Purchase or gather what's needed for the day	I		2 weeks before	☐ Not Started ☐ In Progress ☐ Complete	
Send Final Details to Participants	Share arrival time, parking, load-in info, etc.	E		1 week before	☐ Not Started ☐ In Progress ☐ Complete	
Day-Before Walkthrough & Checklist	Confirm everything is ready: supplies, roles, schedule	I		1 day before	☐ Not Started ☐ In Progress ☐ Complete	
Event Day!	Run the event	I		Event day	☐ Not Started ☐ In Progress ☐ Complete	
Thank You & Wrap-Up	Thank participants/volunteers and note lessons learned	I		1 week after	☐ Not Started ☐ In Progress ☐ Complete	

Pláticas Roundtable Facilitator Guidelines

‘Pláticas Roundtable is an LGHN hosted series intended for members to connect and learn from each other. During each Plática, 2 Co-Lead Facilitators will guide a conversation based on a pre-selected topic. Topics are chosen based on interest from a previous LGHN Member survey. Facilitators will encourage dialogue with prompting questions and leading sound bites. The Pláticas series is a great way to network with LGHN members and gain knowledge from other local government professionals.

TOPIC:

Insert Topic Title

PLATICA DESCRIPTION:

In a Paragraph, Summarize the Topic, Key Concepts, Key Learnings, etc.

PLATICA CO-LEADS:

CO-LEAD #1:
CO-LEAD #2:

LENGTH OF PLATICA:

1 Hour

PREP:

20-Min Presentation, Development of 2-3 Questions, Attendance Sheet, Participant Feedback Sheet, Timekeeper (1 of 2 Co-Leads or LGHN Liaison)

CO-LEAD (FACILITATOR) ROLE	TIME
INTRODUCTIONS: Begin the session by welcoming participants, introducing Co-Leads and asking participants to introduce themselves (Name, Title, City/County, & Share “What About This Topic Interested You?” RECORD ATTENDANCE: 1 of the 2 Co-Leads documents attendance (Name, Title, City). This attendance sheet will assist with determining whether Participant is an LGHN Member, future outreach, and to keep data on Platica participants. Submit attendance sheet to LGHN Liaison.	5 Mins

CO-LEAD (FACILITATOR) ROLE	TIME
OVERVIEW OF PLÁTICA FORMAT: Explain the 1-hour format, i.e. "These Pláticas Series are structured to not only learn about the topic and key concepts, but also to learn from one another. As with all Pláticas, we learn from each other's experiences and often realize that we are not alone in our journey. So, in today's Plática, I will provide you with an overview of the Concepts, ask you some questions about your own personal experience or issues you are confronting at work, and then we will have an opportunity to have a conversation about how this topic applies to your jurisdiction."	3 Mins
TOPIC INTRODUCTION: During this 20-minute period, present the topic, key concepts, and why it is important to local government professionals who are serving minority communities, etc. Key to tie it back to importance of recognizing demographic changes across the country (more minorities), and why local governments need to develop new strategies to recruit, hire, engage, serve communities of color.	20 Mins
Q & A: Ahead of time, prepare 2-3 questions to start off the Q & A portion of the session, following your 20-min presentation. This will help start off the Q & A period. Questions are designed to kick-start the Q & A. In some cases, participants will have their own questions and want to dive-right in, in other cases, your questions may spark other conversations or questions. The goal is to have a conversation about how this topic relates/affects the participants. Making the topic relevant to issues participants are wanting to address will make the Pláticas more valuable to those participating.	25 Mins
PARTICIPANT FEEDBACK: Tell Participants that we want their feedback to continue to improve our Pláticas and that we will send them a survey following the Plática, but that you would like to offer participants an opportunity to share 1 learning from the Plática. You can ask: "What resonated with you? What did not resonate with you? Any other input you would like to share? Record participant feedback and submit to LGHN Liaison.	6 Mins
CLOSING: Thank the participants for their interest in this topic and joining the session.	1 Min

Training/Funding Resources

- Sponsors are looking for member access and exposure. LGHN offers opportunities for sponsors to present at webinars and conferences. This can be scaled to sponsors interested in supporting regional chapters.
- Community colleges, colleges and universities in your region may offer low cost or no cost training that can be available to chapters. Some programs offer credentialing that can benefit career planning and certifications.
- Local government-related companies such as executive search firms can provide speakers and training on interview skills, resume writing to prepare chapter members for career advancement. Including elected officials in programs can help members understand their priorities and perspectives.
- Tap into regional LGHN affiliate partners to cosponsor events and to take advantage of training programs they offer. For example, regional/branch offices for MissionSquare Retirement, GFOA, NFBPA, etc. may offer opportunities to cosponsor and/or plan events. See the list of affiliate resources in the section 7 appendix.
- Tap into departmental staff/experts from jurisdictions in your region to provide specialized training.
- Offer tours and demos to share information and programs related to unique and high performing programs in your region. Share success stories and programs.
- Identify inspirational leaders in your communities. Leaders outside of local government offer inspirational messages to your members. Think chefs, publishers, authors, sports figures, etc.

What makes a good icebreaker question?

A good icebreaker question is simple to answer, sparks a connection, and helps people open up without feeling vulnerable. The best questions are light-hearted, quick to respond to, and create opportunities for shared laughter or storytelling. Here's what to look for:

- Simple to answer: People don't want to feel put on the spot. The best icebreaker questions are fun and designed to get people talking without putting pressure on them.
- Sparks connection and laughter: Questions like "What's the weirdest ice cream flavor you've ever tried?" give insight into personality while creating opportunities for shared stories.
- Helps people open up without feeling vulnerable: Keep it light and avoid anything that might make someone uncomfortable. "What was your dream job in high school?" is a perfect example.

5 tips to break the ice:

Breaking the ice doesn't have to be intimidating, especially when you have a few tricks up your sleeve. Whether you're in a small group, a virtual team meeting, or a large gathering, these five tips will help you spark conversations and build connections effortlessly.

1. Start with simple, fun questions: Kick things off with something easy, like "What's your favorite holiday?" or "What's the most unusual New Year's resolution you've ever made?" These questions are excellent because they don't require deep thought but can lead to some hilarious answers.
2. Incorporate humor: People relax when they laugh. Throw in some funny icebreaker questions like "If you were a fictional character, who would you be?" or "What's the funniest childhood memory you can remember?"
3. Tailor questions to the group: If you're with a team that works together regularly, try icebreaker questions for work that focus on collaboration, like "What's a hidden talent you'd bring to the zombie apocalypse?" or "If our team had to participate in the Olympics, which event would we dominate?" These kinds of team-building questions not only break the ice but can also strengthen workspace bonds.
4. Get creative with hypothetical scenarios: Hypothetical questions are always a hit. Asking something like, "If you could only watch one TV show for the rest of your life, what would it be?" or "If you could live in any fictional world, where would it be?" encourages people to use their imagination while revealing their interests.
5. Use personal experiences: Questions that tap into people's personal stories are a powerful way to break down barriers. Ask things like, "What's your most-used emoji?" or "What's one piece of advice you'd give to your old self?"

Source: asana.com

Example Questions:

1. If you could travel to any fictional world, where would you go?
2. After a long day, what is your favorite way to relax?
3. If you could travel anywhere in the world right now, where would you go?
4. What is that one outfit that someone could wear that will make you go on a date with them?
5. If there is a zombie apocalypse, who are the three people you would want on your team?
6. Which emoji do you use most?
7. What was the worst fashion faux pas you ever made?
8. Describe the worst haircut you ever had? What age were you?
9. Who was your childhood celebrity crush?
10. If you were a hero in a movie, what would your entrance theme song be?
11. Have you ever been told you look like a celebrity? Who was it?
12. What was the most embarrassing fashion trend you used to follow?
13. If you had your own talk show, who would you invite as your first guest?
14. If you were famous, what do you think it would be for?
15. If you had to karaoke, what song would you pick?
16. What was your least favorite food/dish as a kid? Do you still hate it?
17. If you had to eat one food every day for the rest of your life, what would you choose?
18. If you were left on an island with either your worst enemy or no one, which option would you choose? Why?
19. Do you think aliens exist?
20. What is your favorite sandwich, and why?
21. What is the best piece of advice you have ever received? Who gave it to you?
22. After you die, what do you want to be remembered for?
23. What is the most expensive item you have bought this year?
24. What is your dream job?
25. What would you title your autobiography?

Click on a link for other resources/questions:

[StyleCraze](#)

[Forbes](#)

[Michigan Technology University](#)



Central Texas Local Government Hispanic Network Inaugural Conference

2025 Sponsorship Opportunities

.....

CONFERENCE THEME

Cultura Strategy:

LEAD (Listen, Empower, Act, Decision Maker) with Intention

SAVE THE DATE

Friday, October 3, 2025

Embassy Suites San Marcos Hotel Conference Center Event Space

(1001 E McCarty Ln, San Marcos, TX 78666)

97

Introduction

Central Texas has a unique purpose to encourage professional growth and development among Hispanic/Latino local government employees and offers members an advantage to connect and strengthen regional networks.

About the 2025 Conference

The 2025 Inaugural Central Texas LGHN Conference, will bring together individuals from local government, non-profit, and civic sectors through workshops, panel discussions, and networking opportunities, creating a platform for knowledge-sharing, skill-building, and collaboration to address key community challenges.

We Need Your Support

Sponsoring the Conference allows your organization to support the development of local leaders and demonstrate commitment to community-driven change. In addition to promoting your brand, you'll gain exposure to key decision-makers and connect with professionals committed to community-driven impact.

Your support will:

- Empower emerging leaders with valuable learning opportunities.
- Strengthen connections between government, non-profit, and community sectors.
- Help build the capacity of local organizations to better serve the community.
- Join us in shaping the future of local leadership and making a lasting impact.



Contents

OF THE PROPOSAL

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ABOUT US & OUR BOARD	04.
ABOUT THE EVENT	05.
SPONSORSHIP PACKAGE	06.
SPONSORSHIP PACKAGE	07.

About Us

The LGHN Central Texas Chapter includes nine (9) Board members who oversee the operations of the chapter. The Board is comprised of the President, Vice President, Secretary/ Treasurer, and six (6) at-large members.



**Alejandra
"Alex" Lopez**
President



**Rolando
Fernandez**
Vice President



**Jorge
Morales**
Membership Chair



**Melinda
Cerda**
Board Member



**Ann
Eaton**
Board Member



**Steve
Parker**
Board Member



**Grisell
Perez-Carey**
Board Member

Mission



The purpose of the Local Government Hispanic Network is to encourage professional excellence among Hispanic/Latino local government administrators, to improve the management of local government, to provide unique resources to Hispanic local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration. The Network works with other organizations such as the International City Management Association which shares common goals.

About The Event

The 2025 Conference is the first-ever conference hosted by the Central Texas Local Government Hispanic Network (LGHN) chapter.

With a focus on the theme "Cultura & Strategy: LEAD (Listen, Empower, Act, Decision Maker) with Intention", this conference offers a unique opportunity to engage with community leaders and professionals while exploring intentional leadership, cultural awareness, and strategic decision-making.

Event Details:

- Date: Friday, October 3, 2025
- Location: Embassy Suites San Marcos Hotel Conference Center
- Anticipated attendance: 250+ attendees from San Antonio, Seguin, San Marcos, and Austin

Join us for this groundbreaking event and be part of shaping the future of local leadership.



Event Highlights

Keynote Speakers

Interactive Workshops

Panel Discussions

Networking
Opportunities

Sponsorship Package



Colorado River

Level 1

Business logo on event website

Business logo and mention in (5) LGHN Central Texas newsletters in 2025 (April, June, Aug., Oct., Dec.)

Business logo and mention at virtual sessions (2 per year)

Participation in or business logo & mention at (1) in-person conference

\$5,000

San Marcos River

Level 2

Business logo and mention in (5) LGHN Central Texas newsletters in 2025 (April, June, Aug., Oct., Dec.)

Business logo and mention at virtual sessions (2 per year)

\$3,000

Sponsorship Package

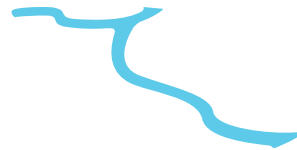


San Antonio River

Level 3

Business logo and mention at presenting lunch during the in-person conference.

\$2,000



Guadalupe River

Level 4

Business logo and mention at presenting breakfast, social, or conference activity during in-person conference.

\$1,000

Ad-Hoc

Table at Conference to showcase vendor program. Sponsor will have a designated table at the conference to display and promote their products, services, or vendor program.

In-Kind

In exchange for in-kind contributions, the sponsor would receive a table at the conference or (1) business logo/mention on the event website.



Photo by City of San Marcos



We'll see you in San Marcos, Texas!

.....

Thank you for taking the time to review our sponsorship opportunities.

Friday, October 3, 2025

Embassy Suites San Marcos Hotel
Conference Center Event Space

(1001 E McCarty Ln, San Marcos, TX 78666)

Q1 How would you rate your overall experience at the conference?

Answered: 19 Skipped: 0

4.8★
average rating



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	21.05% 4	78.95% 15	19	4.79

Q2 What was the most impactful part of the conference for you?

Answered: 19 Skipped: 0

#	RESPONSES	DATE
1	Networking with peers.	5/2/2025 3:44 PM
2	The overall sense of belonging, being with people that I can relate to. The feeling that I am not alone, and feeling the connection of others who are just like me. They are experiencing the same struggles. Allowing myself to "be me".	5/2/2025 12:32 PM
3	Connecting with other leaders	5/2/2025 11:09 AM
4	The sense of belonging and the various sessions I was able to attend taking with me some important information to apply at work.	5/2/2025 9:01 AM
5	The sense that other understand what it like to just be in this country. The community and the engaging conversations.	5/1/2025 4:11 PM
6	Being around people who look like me! It was so empowering to know that there are other Hispanics in government jobs that I can relate to about race, identity, and professional experience.	5/1/2025 3:41 PM
7	Dr. Montoya's Keynote speech connected with me a ton and left a lasting impact	5/1/2025 3:16 PM
8	Keynotes and connections.	5/1/2025 2:29 PM
9	The welcome and closing speakers were fantastic.	5/1/2025 1:58 PM
10	Seeing an entire government facility filled with Latino leaders in government!	5/1/2025 1:52 PM
11	I very much enjoyed the first speaker of the day, Dr. Montoya, and the message he delivered regarding staying true to your identity and working to add your "lens" to help others understand the effects of their work on communities with unique histories and qualities.	5/1/2025 1:30 PM
12	The two speakers and the Original Genius session!	5/1/2025 1:27 PM
13	I loved Dr Roberto Montoya	5/1/2025 1:10 PM
14	Roberto Montoya, he was excellent!	5/1/2025 1:05 PM
15	hearing heartfelt and inspring expeeriences. i loved the trauma informed 101 presentation, it was really well done.	5/1/2025 1:04 PM
16	The Leadership with Lowriders really gave me food for thought.	5/1/2025 1:04 PM
17	The first keynote speaker!	4/23/2025 3:21 PM
18	The personal/professional story sharing. Sharing professional space dedicated to our brown experiences.	4/23/2025 2:56 PM
19	Dr. Montoya was so inspirational and humble.	4/23/2025 2:17 PM

Q3 How easy was it to find the venue and navigate the event space?

Answered: 19 Skipped: 0

4.5★

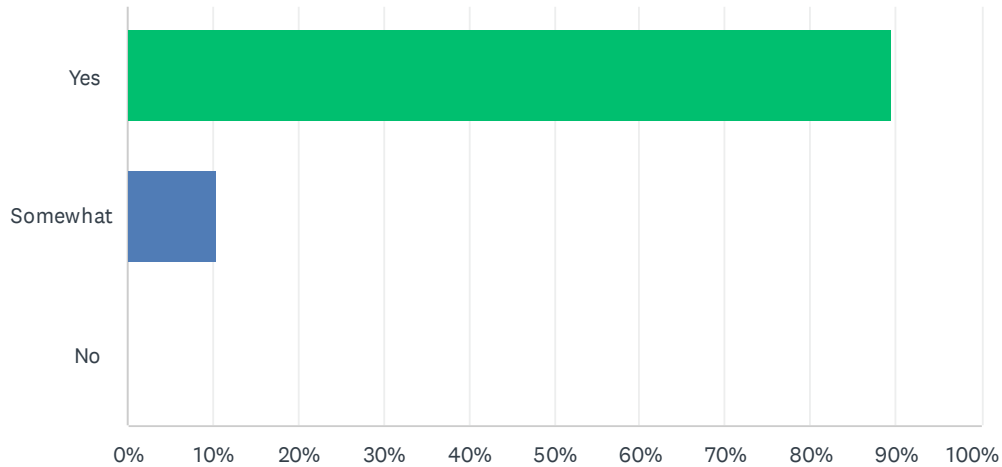
average rating



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	5.26% 1	0.00% 0	5.26% 1	21.05% 4	68.42% 13	19	4.47

Q4 Was signage (directions, room labels, schedules, etc.) clear and helpful?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	89.47%	17
Somewhat	10.53%	2
No	0.00%	0
TOTAL		19

Q5 How satisfied were you with the quality of the presentations?

Answered: 19 Skipped: 0

4.6★
average rating



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	10.53% 2	21.05% 4	68.42% 13	19	4.58

Q6 Which speaker or session stood out the most and why?

Answered: 17 Skipped: 2

#	RESPONSES	DATE
1	The keynote was amazing. He was engaging and relatable.	5/2/2025 3:44 PM
2	Speaker: The Keynote speaker was phenomenal! He brought out all the emotions in me. Inspiration, tears, humor, pride. I was so motivated by his ability to connect with everyone. Session: OG Genius. I resonated deeply in this session. It surfaced questions and reconciliations within me that I am acting on. I look forward to reflecting deeper, as I am intrigued to explore more about who I am, and to "tell my story".	5/2/2025 12:32 PM
3	I cannot recall the title; however, it was something about trauma and working with others.	5/2/2025 9:01 AM
4	Our keynote speaker stood out to me the most because it was what I needed to hear in this time of hard challenging times.	5/1/2025 4:11 PM
5	I really enjoyed the opening and closing speakers. They were able to talk about their own experiences that we could relate to and answer any questions that we had.	5/1/2025 3:41 PM
6	Dr. Montoya's and Mr. Raymond Lee's speeches were exceptional. Session 2: Original Genius: The Lowrider Approach to Leadership, was also really good; wish we had more time for this session.	5/1/2025 3:16 PM
7	Roberto Montoya	5/1/2025 2:29 PM
8	I really enjoyed Demetrius Parker's presentation.	5/1/2025 1:58 PM
9	Dr. Roberto Montoya was phenomenal!	5/1/2025 1:52 PM
10	I really enjoyed the session focused on generational diversity in the workplace. I think this topic is extremely valuable and provides so much insight into how we can all better serve each other as peers in local government.	5/1/2025 1:30 PM
11	I thought both speakers stood out! Dr. Montoya was very energetic and had a great sense of humor. I enjoyed hearing about his experiences. I enjoyed hearing from Raymond Lee as well because he has similar experiences in life. Together we really are more, no matter what background we come from. Fantastic choice of speakers, great work!	5/1/2025 1:27 PM
12	I loved Dr Roberto Montoya he was engaging an able to connect with him. He had me laughing and anting to hear more.	5/1/2025 1:10 PM
13	Roberto Montoya and the presentation about the student's art project with Adams County. It was sad there wasn't that many people for their presentation. Their project was very powerful.	5/1/2025 1:05 PM
14	trauma informed was fantastic, and all key notes were really great.	5/1/2025 1:04 PM
15	Community court as a tool for addressing homelessness.	4/23/2025 3:21 PM
16	OG - Jesse Tijerina and Manny Gonzalez	4/23/2025 2:56 PM
17	The OG. With Manny and Jesse.	4/23/2025 2:17 PM

Q7 Are there any topics you wish had been included?

Answered: 15 Skipped: 4

#	RESPONSES	DATE
1	None that I can think of.	5/2/2025 3:44 PM
2	Topics include: How to break through the Imposter Syndrome. How to stay calm and rise above experiencing racism in the workplace. Immigration fears: What is happening in the USA impacts our closest friends, family members, especially those in the shadows. What services are available to help those who are "in the shadows", as well as those who support them?	5/2/2025 12:32 PM
3	How to engage with the Latino community in a more effective way.	5/2/2025 9:01 AM
4	leadership as a brown person	5/1/2025 4:11 PM
5	I am interested in information about how to address someone who has a negative view point/naivete, about DEI or misunderstandings about race in the work place.	5/1/2025 3:41 PM
6	Maybe some historical sessions to speak on the history and impact of Hispanics/Latinos in the U.S/Colorado. Another idea would be discussing current topics/issues affecting Hispanics/Latinos in the U.S/Colorado and where to go from here	5/1/2025 3:16 PM
7	Overcoming career setbacks/failure, learning how we support our community and don't fall into the trap of competing against them, professional presence/brand	5/1/2025 2:29 PM
8	How to navigate the federal government challenges.	5/1/2025 1:52 PM
9	N/A	5/1/2025 1:30 PM
10	None	5/1/2025 1:27 PM
11	N/a	5/1/2025 1:10 PM
12	when topics are about "engagement" it is really important to be as clear and specific as possible, because it means a lot of different things to different people, and the sessions can be more or less applicable to someone. Rather than having to read between the lines, it would be awesome if you forced presenters to be really clear in their description.	5/1/2025 1:04 PM
13	More workshops that relate back to the mission. I wish there was more topics that related back to being a minority in local government positions.	4/23/2025 3:21 PM
14	No	4/23/2025 2:56 PM
15	?	4/23/2025 2:17 PM

Q8 How would you rate the food and refreshments provided?

Answered: 19 Skipped: 0

4.7★
average rating



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	26.32% 5	73.68% 14	19	4.74

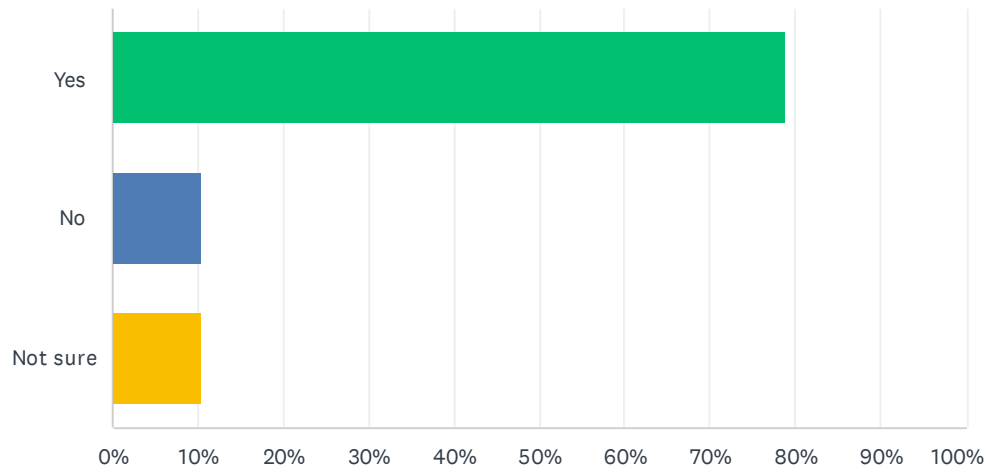
Q9 Any comments or suggestions regarding food and beverage service?

Answered: 14 Skipped: 5

#	RESPONSES	DATE
1	None.	5/2/2025 3:44 PM
2	Excellent lunch and snacks throughout the day. Thank you!	5/2/2025 12:32 PM
3	None, everything was delicious.	5/2/2025 9:01 AM
4	N/A	5/1/2025 4:11 PM
5	Everything provided was great	5/1/2025 3:16 PM
6	Great!	5/1/2025 2:29 PM
7	This was perfect!	5/1/2025 1:52 PM
8	N/A	5/1/2025 1:30 PM
9	Everything was great. Thank you to all who helped make this event so special and enjoyable!	5/1/2025 1:27 PM
10	Just maybe another buffet are a navigating as bit of a challenge.	5/1/2025 1:10 PM
11	It was good. Colombian, Cuban or Puerto Rican food next time would be great!	5/1/2025 1:05 PM
12	food was good, was available frequently enough. i loved having the room with food available the whole time. so much better than what happens in some conferences where there is a food desert for a period of time.	5/1/2025 1:04 PM
13	The line took a little long. If the conference continues to grow I don't think there should be a like. I also thought that the food should food related back to Latino/Hispanic culture.	4/23/2025 3:21 PM
14	Very Good	4/23/2025 2:17 PM

Q10 Did the cultural entertainment enhance your overall experience?

Answered: 19 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	78.95%	15
No	10.53%	2
Not sure	10.53%	2
TOTAL		19

Q11 Any feedback about the entertainment or suggestions for future performances?

Answered: 11 Skipped: 8

#	RESPONSES	DATE
1	Is there a local high school Mariachi group or a local Mexican Folklorico Group that can perform next year?	5/2/2025 12:32 PM
2	A Latino comedian...	5/2/2025 9:01 AM
3	Loved it !	5/1/2025 4:11 PM
4	Because it was during lunch, it was a bit hard to hear the speaker explain the dances.	5/1/2025 3:16 PM
5	Over the lunch hour it might be better to have less of a learning experience and something that is geared more towards entertainment.	5/1/2025 2:29 PM
6	I'd love to see a live band!	5/1/2025 1:52 PM
7	N/A	5/1/2025 1:30 PM
8	None	5/1/2025 1:27 PM
9	It was too long.	5/1/2025 1:05 PM
10	Nobody was really paying attention. I felt bad for the speaker. It wasn't her fault though. People were eating and networking. There should be music or do the entertainment for the closing remarks to make it as a celebration of our culture.	4/23/2025 3:21 PM
11	No	4/23/2025 2:56 PM

Q12 Do you have any additional comments, suggestions, or ideas for future Juntos Colorado events?

Answered: 13 Skipped: 6

#	RESPONSES	DATE
1	It was a wonderful event. Well done!	5/2/2025 3:44 PM
2	Bring back Roberto Montoya if possible! He has so much knowledge and experience. He has a gift of storytelling and connection. I would have loved to take a photo with him or connect with him 1:1 throughout the day. Maybe a Selfie photo area? Our group wanted to take a photo together as we have not experienced a day like this before. It would be nice if there were an area set up with the Juntos logo in the background to represent our experience to share with others and post on our internal websites. Thank you so much for a wonderful event! I can't wait until next year!!	5/2/2025 12:32 PM
3	If the presenters can share the presentation so you can view it on your electronic device and take notes. Maybe less sessions but longer. They felt rushed.	5/2/2025 9:01 AM
4	I believe this was a huge success and met so many great professionals. Due to the success, I am afraid of the space for future events. A couple of the breakout sessions were very packed and hard to get through the entire presentation	5/1/2025 3:16 PM
5	Great job!	5/1/2025 2:29 PM
6	The drink/refreshment stations were great - I might suggest putting waters/snacks in the speaker rooms since the time between sessions was quick and the venue a little spread out.	5/1/2025 1:58 PM
7	not at this time! you guys are awesome!	5/1/2025 1:52 PM
8	N/A	5/1/2025 1:30 PM
9	Thank you so much for offering the free headshots! I have never taken a professional headshot before so I was really excited for this opportunity, so thoughtful and wonderful! This conference was my first Juntos conference and I absolutely enjoyed it, I am already looking forward to the next one!	5/1/2025 1:27 PM
10	A large group of presenters needs more than one mic. You need floaters with mics around the audience so they can ask questions. (Maybe you can use high schoolers as volunteers.) At times, it felt hot and some rooms were too crowded. You need a larger venue (and that is a GREAT issue to have). Presenters should submit their presentations ahead of time and do a tech check for links and/or videos. I did not see any cameras recording. Roberto's speech was brilliant! We need one or two Spanish-only presentations. I drove around for almost 20 minutes looking for the detour sign — it was too small.	5/1/2025 1:05 PM
11	If excited to see this grow. It motivates me and a great reminder that I belong in local government regardless if I am the minority. Things to improve on for the future- make sure that the workshop speakers have a presentation that people can relate to and that have a point. Great job!	4/23/2025 3:21 PM
12	None	4/23/2025 2:56 PM
13	It was all very interesting, informative and very planned out!	4/23/2025 2:17 PM

Thank You to Participants

We extend our heartfelt thanks for your participation in this year's **Juntos Somos Más Conference**. Your presence and support helped make the event a tremendous success with over **250 attendees from 44 organizations!**

We hope you found it engaging, enriching, and full of valuable connections. To help us continue improving future events, we kindly ask that you take a few moments to complete our brief **Conference Survey**.

A Juntos Colorado board member kindly captured photos throughout the day. We hope you enjoy the candid moments and memories: **Conference Photos** (best viewed on desktop/laptop). You can also download the Speaker Presentations that were provided.

Professional headshots were also taken during the event. The photographer will contact you directly to share your images. If you do not hear from them by **Friday, May 9**, please send an email to juntosco@lghn.org.

Next Event: Lunch and Learn - Friday, June 6, 2025. **Spots are limited, Get Your Ticket!**

If you have any questions about becoming a member of Juntos Colorado or need follow-up information from the conference, feel free to email juntosco@lghn.org.

Follow us on LinkedIn

**** Nominate a Community Leader for a CLLARO Award! ****

We're proud to share that the **Colorado Latino Leadership Advocacy and Research Organization (CLLARO)** is a member of **Juntos Colorado!**

As part of this partnership, we're excited to support their upcoming **CLLARO Awards** recognizing exceptional leadership, advocacy, and service.

Do you know someone making a powerful impact in the Latino community? We'd love to consider them for nomination!

To recommend a nominee, please email **juntosco@lghn.org** with:

- The specific award you're nominating them for
- A brief explanation of why they're a strong candidate

Many Thanks!

The Juntos Colorado Board

<https://www.lghn.org/juntos>

Questions about the event?

Contact the [organizer](#)

8. Sponsorships and Partnerships

- Scholarship Planning Framework
- Spreadsheet template for tracking sponsorships

A significant way to imprint your Hispanic Network into the community is by offering a scholarship program. Scholarships for education and/or conference attendance is an impactful way to support the mission of your network while exposing new individuals to the benefits of the organization and offering them an opportunity they may not have had otherwise.

Start by looking at what your organization has to offer first. Is there a program fee you can have covered or waived? Can you partner with your library or parks and recreation services? Is there a local non-profit that has participants with identified needs or challenges? Often times it will be harder to narrow the scope of your goals once you have identified all the possibilities.

Here are some items to consider when implanting a scholarship:

- ☐ Define your Scholarship Goals/Purpose
- ☐ Determine Amount and Funding Source if Needed
- ☐ Set the Minimum Criteria
- ☐ Set your Timeline
- ☐ Market and Advertise
- ☐ Candidate Selection Panel or Review Board
- ☐ Recognition of All Submissions
- ☐ Selection and Honoring of Recipient

Additionally, consider setting up a scholarship or sponsorship for your own Hispanic Network members to attend professional development conferences or events. Often times employees may have difficulty getting such events covered if they are not directly tied to their current job duties, however, as a network in support of professional advancement it is beneficial to support events deemed meaningful.

9. Mentorship, Networking and Professional Development

- Examples of Mentorship and Professional Growth Models

Examples of Mentorship & Professional Growth Models

1. Traditional One-to-One Mentorship

- Matches an experienced leader with one mentee.
- Best for deep, personalized growth and career advancement.
- Ideal for chapters with a strong base of senior members.

Structure Example:

- 3–6 month cycle
- Minimum 6 meetings (monthly)
- Guided discussion prompts
- Quarterly check-ins with chapter leadership to track engagement

2. Peer Mentoring Circle

- Small groups of 4–8 emerging professionals supported by 1–2 mentors.
- Encourages shared learning and multiple perspectives.
- Great for chapters with limited senior volunteers but high interest.

Structure Example:

- Monthly group sessions (1.5–2 hours)
- A theme per session (e.g., navigating your first promotion)
- Peer check-ins between sessions

3. Thematic Cohort Model

- Mentorship around a specific skill or theme (e.g., equity leadership, budgeting acumen, executive presence).
- Combines educational content, mentoring, and small-group reflection

Structure Example:

- 8–12 week program
- A mix of workshops and mentoring meetings
- Capstone presentation or tangible product (career plan, project pitch)

4. Reverse Mentoring

- Emerging leaders mentor senior members on current challenges (technology, generational trends, DEI insights).
- Encourages two-way learning and respect across experience levels.

Structure Example:

- Short term (8–12 weeks)
- Focused topic pairs (one mentor/one mentee)
- Shared learning session at program end

10. Volunteerism and Community Engagement

- Volunteer Planning Tips



Volunteerism is a great way to engage your Hispanic Network while giving back to the community. It is a way to build trust, comradery, gain new skillsets and experiences, all while working towards a common goal. Volunteering has also been attributed to improved mental and physical health.

Consider these ways to give back:

- ☐ Events, programs, or celebrations put on by your agency.
- ☐ Support a significant holiday.
- ☐ Hold a drive or collection.
- ☐ Group sign-up projects at local non-profits.
- ☐ Partner with a local school or community college for chapter memberships, in-class presentations, job fairs, etc.

While it is very easy to find volunteer opportunities to participate in, keep in mind that you want to have a streamlined internal process since these efforts will be reflective of your Hispanic Network.

A few more tips for organizing volunteer events:

- ☐ Link back to the mission and vision of your network and LGHN.
- ☐ Host events at different days/times to allow different folks to participate.
- ☐ Make some opportunities family friendly.
- ☐ Identify physical skills or requirements needed.
- ☐ If participating as a group, have individuals sign up with one designated contact and then have that contact be responsible for information to the group.
- ☐ Inform on any dress or code of conduct requirements.
- ☐ Have consent or release forms signed prior to the event.
- ☐ Send reminders before and 'thank you' notes after the event.

11. Administration, Meetings and Reporting

- Chapter meeting agenda template
- Chapter meeting minutes template

Template A: LGHN Chapter Meeting Agenda
(Editable – Board, Committee, or General Membership)

LGHN Chapter Meeting Agenda

Chapter Name: _____

Meeting Type: ☐ Board ☐ Committee ☐ General Membership ☐ Special

Date: _____

Time: _____

Location: ☐ In-Person ☐ Virtual ☐ Hybrid

Meeting Link (if applicable): _____

1. Call to Order & Welcome (____ minutes)

- Meeting called to order by: _____

2. Roll Call / Attendance (____ minutes)

- Present: _____
- Absent: _____
- Guests: _____

3. Approval of Agenda (____ minutes)

- ☐ Motion to approve
- ☐ Second
- ☐ Approved / ☐ Not Approved

4. Approval of Previous Meeting Minutes (____ minutes)

- ☐ Motion to approve
- ☐ Second
- ☐ Approved / ☐ Not Approved

5. Reports & Updates (____ minutes total)

A. President's Update

- Key highlights: _____

B. Treasurer's Report

- Financial summary: _____

C. Committee Updates

- Membership: _____
- Programs & Events: _____
- Communications: _____
- Partnerships/Sponsorships: _____

6. Discussion Items (____ minutes)

Topic Presenter Desired Outcome

7. Action Items & Decisions (____ minutes)

Action Item Responsible Party Deadline

8. Announcements & Upcoming Dates (____ minutes)

•

9. Public / Member Comment (if applicable) (____ minutes)

•

10. Adjournment

- Meeting adjourned at: _____
- Next meeting date/time: _____

Agenda Prepared By: _____

Date Prepared: _____

Template B: LGHN Chapter Meeting Minutes

(Editable – Simple, Clear, Action-Focused)

LGHN Chapter Meeting Minutes

Chapter Name: _____

Meeting Type: ☐ Board ☐ Committee ☐ General Membership

Date: _____

Time: _____

Location: _____

1. Call to Order

- Meeting called to order at _____ by _____

2. Attendance

- **Present:** _____
- **Absent:** _____
- **Guests:** _____

3. Approval of Agenda

- ☐ Approved as presented
- ☐ Approved with modifications
- Motion by: _____ | Second by: _____

4. Approval of Previous Meeting Minutes

- ☐ Approved
- ☐ Approved with corrections
- Motion by: _____ | Second by: _____

5. Reports

A. President's Report

- Summary of key updates:

B. Treasurer's Report

- Financial status summary:

C. Committee Reports

- Membership: _____
- Programs & Events: _____

- Communications: _____
- Partnerships/Sponsorships: _____

6. Discussion & Decisions

Item	Summary of Discussion	Decision/Outcome
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7. Action Items

Action Item	Responsible Party	Due Date
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8. Announcements

•

9. Adjournment

- Meeting adjourned at _____

Minutes Submitted By: _____

Date Submitted: _____

Minutes Approved On: _____