



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

**September 2021**

**Management  
Partners**





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## LGHN Board of Directors Retreat Report

### ***Board Retreat Overview***

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



### **Agenda**

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

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

#### **LGHN Board of Directors in attendance**

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

#### **LGHN Board of Directors not in attendance**

- Maria De Leon, Director at Large

#### **LGHN Staff**

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

#### **Workshop Preparation**

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

## ***Opening Comments***

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

## ***Review of Recent Accomplishments***

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

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

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

## ***Discussion of LGHN Future Opportunities***

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

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

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

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

## ***Discuss Membership Management Services and Website Enhancements***

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



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

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

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

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

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

The 2021 budget amendment will include:

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

The 2022 budget modifications will include:

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

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

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

## ***Wrap Up***

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

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

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