



LOCAL GOVERNMENT
**HISPANIC
NETWORK**

*Advancing Excellence and Inclusiveness in Local
Government (Distributed 2/3/26 and updated 2/5/26)*

Agenda
February 6, 2026
12:30 pm PT/3:30 pm ET

Board of Directors

Samantha Tavares

Past-President

Marcus Steele

President

Matt Rivera

President-Elect

Mario Diaz

*Vice President for
Career Advancement*

Ramiro Inguanzo

*Vice President for
Professional
Development*

Aarón Zavala

*Vice President
for Membership*

At-Large Directors:

Carlos Baía

*Past ICMA Board
Member*

Andrea Alicoate

Joe Camacho

Susana Carbajal

Alejandra Lopez

José Madrigal

Daniel Ortiz

Hazel Wetherford

Vacant Seat

A. Call to Order/Roll Call/Welcome

B. APPROVAL: Consent Agenda – Receive and Approve

1. Board meeting Zoom recording link for January 9, 2026 (*included in the board meeting appointment invitation*)
2. Board Meeting Attendance Report for 2026*
3. Financial Reports for Approval*

C. DISCUSSION/APPROVAL:

1. Discuss and Approve Waived Registration(s) for LGHN Chapters Pursuant to Criteria Established by the Board of Directors - **Alex Lopez**
2. Accept Board of Directors Resignation from Mario Diaz – **Marcus Steele**
3. Discuss and Approve the Extension of the Board of Directors Vacancy Application Timeline to February 23, 2026 (pursuant to the new resignation)* - **Christine Butterfield**
4. Discuss and Approve Next Steps: *Request for LGHN Board of Directors Letter of Support for ICMA Presidential Candidate Stephanie Mason, Township Manager, Doylestown, PA* – **Christine Butterfield**

D. DISCUSSION:

1. Review LGHN Board Committee Updates – **Marcus Steele**
 - a. Special Subcommittee Nominating LGHN Members for Government 250 Recognition – **Susana Carbajal and Daniel Ortiz**
 - i. *Initial submission completed 12/15*
 - ii. *Second submission due April 2026*
 - iii. *Next steps reconvene special subcommittee February/March*
 - b. Career Advancement Committee – **Mario Diaz**
 - i. *Participant interest questionnaire complete.*
 - ii. *See preliminary pairs attachment*
 - iii. *Program gathering dates listed below*
 - a) *February 17, 2026: Fourth Cycle Kickoff and Orientation (12:30-1:30 CT)*
 - b) *March 10, 2026: DiSC Assessment Workshop*
 - c) *April 14, 2026: Conflict Resolution*
 - d) *May 12, 2026: Crucial Conversations*
 - e) *June 9, 2026: Project Management*
 - f) *August 11, 2026: Dealing Effectively with Elected Officials*
 - g) *November 10, 2026: Program Wrap Up and Reflections*
 - c. Conference Planning Committee – **Joe Camacho and Andrea Alicoate**
 - i. *Sponsorships total \$20,000 collected and \$17,500 more pledges. Goal is \$300,000*
 - ii. *Registrations total 68*

Board Liaisons

Nat Rojanasathira

ICMA Liaison

Gabe Rodriguez

NACA Liaison

Dr. Philip Harris

NFBPA Liaison

Dario Gomez-Garcia

MissionSquare

Retirement Liaison

- iv. *Preconference session rates pending*
- d. International Committee – **Alex Lopez**
 - i. *Standing meeting last Monday of the month.*
- di. Membership and Chapters Meetings – **Aarón Zavala and Joe Camacho**
 - i. *North Texas interest meeting postponed from September and again from January 27, 2026 to March 3, with support from SGR.*
 - ii. *Technical assistance underway for PHN (succession planning) and Florida (strategic planning) chapters.*
 - iii. *NM chapter interest meetings underway. No current updates.*
 - iv. *NJ chapter interest engagement planning in first quarter.*
 - v. *Brief update of chapter toolkit updates.* - **Andrea Alicoate (with Nick Valenzuela)***
 - vi. *Membership committee meets on the alternating months on the third Friday at 8:30 am.*
- dii. Professional Development – **Ramiro Inguanzo**
 - i. *Meeting quarterly with affiliates and a topic of the chapters' meeting*
 - ii. *2026 program attached**
- diii. Sponsorship and Fund Development – **Samantha Tavares**
 - i. *February Updates*
 - a) *See HUB agreement in the meeting attachments*
 - b) *March look for Cigna, MissionSquare, Zencity and Core Bridge*
 - ii. *Meeting every other Thursday at 8:30 am PT/11:30 am ET*
- div. Executive Committee – **Marcus Steele**
 - i. *Meeting proposed in February*
 - a) *Financial policies under development*
 - b) *Review board of directors' applicants – two received plus new vacancy*

E. Informational Items *Review emerging leader nominations*

- 1. LGHN Board Liaison Reports
 - a. ICMA Board and ICMA International Committee – **Jorge Gonzalez**
(transition to ICMA Liaison, Nat Rojanasathira, City of Monterey, CA)
 - b. NACA – **Gabe Rodriguez**
 - c. NFBPA – **Dr Philip Harris**
 - d. MissionSquare – **Dario Garcia-Gomez**

F. Future Board Meeting Agenda Items

- 1. *Updated Affiliate Agreement with ICMA Underway*
- 2. *Updated Affiliate Agreement with GFOA Underway*
- 3. *LGHN Legacy Leaders' Oral History Webinar TBD*

G. Future Meeting Dates and LGHN 2026 Events

- 1. *March 3, 2026 – SGR and LGHN North Texas Chapter Interest Meeting*
- 2. *March 6, 2026 – LGHN Board Meeting*
- 3. **March 7–11, 2026 - NFBPA FORUM in Philadelphia, PA**
- 4. **April 7-9, 2026 - LGHN Conference at the Westin Resort, Westminster, CO (Denver Metro)**
- 5. **April 10, 2026 – LGHN Annual Board of Directors Workshop/Retreat**
- 6. *May 1, 2026 – LGHN Board Meeting*

7. ***Late May 2026 – ICMA Regional Meeting to Celebrate Government 250 Awardees, Philadelphia, PA***
8. June 5, 2026 – LGHN Board Meeting
9. June 23–24, 2026 – ICMA, GFOA, LGHN and Other Affiliates’ Executive Directors’ Meeting in Washington, DC (Samantha Tavares, Marcus Steele and Christine Butterfield attending)
10. ***June 28-July 1, 2026 – GFOA Annual Conference, Chicago, IL*** (Marcus Steele and Christine Butterfield attending)
11. July 10, 2026 – LGHN Board Meeting – **date change**
12. August 7, 2026 – LGHN Board Meeting
13. September 4, 2026 – LGHN Board Meeting
14. October 2, 2026– LGHN Board Meeting
15. ***October 17-21, 2026 – ICMA Annual Conference, Long Beach, CA***
16. ***October 18, 2026, LGHN Dinner at ICMA TBD***
17. November 6, 2026 – LGHN Board Meeting
18. December 4, 2026 – LGHN Board Meeting

H. Adjournment

Updated 2/2/26	1/9					
<i>Name</i>						
Samantha Tavares	X					
Marcus Steele	X					
Matt Rivera	A					
Mario Diaz	A					
Ramiro Inguanzo	X					
Aarón Zavala	X					
Carlos Baía	X					
Andrea Alicoate	X					
Maria Solano						
Joe Camacho	X					
Susana Carbajal	X					
Alejandra Lopez	X					
José Madrigal	X					
Daniel Ortiz	X					
Hazel Wetherford	X					
Jorge Gonzalez (ICMA Board)						
Gabriel Rodriguez (NACA Board)	X					
Dario Gomez-Garcia (MissionSquare)	X					
Philip Harris (NFBPA Board)	X					

2025	1/25	LGHN Board of Directors' Workshop 1/26	LGHN Annual Conference 1/27-1/29	3/25	4/25	5/25	7/25	9/25	10/25	ICMA	11/25	12/25
<i>Name</i>												
Samantha Tavares	X	X	X	X	(Attending NFBPA)	X	X	X	X	X	X	X
Marcus Steele	X	X	X	X	X	X	X	X	X	X	X	X
Matt Rivera	X	X	X	X	X	X	X	X	X	-	X	X
Mario Diaz	X	X	X	X	X	X	X	-	X	X	-	-
Ramiro Inguanzo	X	X	X	X	X	X	X	X	X	X	X	-
Aarón Zavala	X	X	-	X	X	X	X	X		-	X	-
Carlos Baía	X	-	-	-	X	X	X	X	X	X	X	X
Andrea Alicoate	A	X	X	X	X	X	-	X	-	X	-	-
Maria Solano			-	X	X	X	X	X				
Joe Camacho	X	X	X	X	X	X	X	-	-	X	X	X
Susana Carbajal			X	X	X	-	X	X	-	X	X	X
Alejandra Lopez	X	X	X	-	-	X	-	X	X	X	X	X
José Madrigal			X	-	X	X	-	X	X	-	-	-
Daniel Ortiz			X	X	X	X	X	X	-	-	X	X
Hazel Wetherford	X	X	-	X	X	X	X	X	X	X	X	X
Jorge Gonzalez (ICMA Board)	-	-	X	-	-	-	-	-	-	X	-	-
Gabriel Rodriguez (NACA Board)	X	X	X	-	-	-	X	X	X	-	-	X
Dario Gomez-Garcia (MissionSquare)	X	X	X	-	-	X	X	X	-	X	-	X
Philip Harris (NFBPA Board)								X	-	X	X	X

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

2023	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23	9/23	ICMA 10/1-10/4	10/23	11/23	12/23
Samantha Tavares	A	X	X	X	A	X	X	X	X	X	Attended	X	X	X
Bob Harrison	X	X	X	A	X	X	X	X	X	X	Attended	X	X	X
Raymond Gonzales	A	A	A	A	A	A	A	A	A	A	-	A	A	A
Ramiro Inguanzo	A	A	X	A	X	A	X	X	A	X	-	X	X	X
Gricelda Estrada	A	A	A	X	X	X	A	X	A	A	-	X	A	A
Carlos Baia	X	X	X	X	X	X	X	X	X	X	Attended	X	X	X
Raoul Lavin Through October	A	X	X	A	X	X	X	A	X	X	Attended	X	Incoming Mario Diaz X	X
Noel Bernal	X	X	X	X	A	A	A	A	X	X	Attended	X	A	X
Mariana Bojorquez	X	X	A	X	A	X	A	A	X	X	-	A	A	A
Alejandra Lopez	X	X	X	X	A	X	X	X	X	X	Attended	X	A	X
Ramón Pérez- Goizueta Through October	A	A	X	X	A	A	X	A	A	A	-	A	Incoming Aaron Zavala X	X
Ramiro Salazar	A	X	X	A	A	X	X	A	X	X	Attended	A	X	A
Marcus Steele	A	X	X	X	A	X	X	X	X	X	Attended	X	X	X
Matt Rivera	A	X	A	X	X	X	X	X	A	X	Attended	X	X	X
Hazel Wetherford	X	A	X	X	A	X	X	X	X	X	Attended	X	X	X
Victor Cardenas Through September (ICMA Board)	A	X	X	X	A	X	A	X	X	X	Attended	Incom ing Jorge Gonza lez	X	A
Gabriel Rodriguez (NACA Board)	X	X	A	A	A	X	X	X	A	X	Attended	A	A	X
Ines Guerrero/ Deanna Santana (MissionSquare)	A	X	A	X	A	X	X	X	X	X	Attended	X	Incoming Deanna Santana	A

Local Government Hispanic Network
Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L Classes
January 2026

	Total			
	Actual	Budget	over Budget	% of Budget
Income				
43400 Direct Public Support			0.00	
43455 Corporate Support		5,833.33	-5,833.33	0.00%
Total 43400 Direct Public Support	\$ 0.00	\$ 5,833.33	-\$ 5,833.33	0.00%
46400 Other Types of Income			0.00	
46410 Advertising Sales	11,450.00	11,250.00	200.00	101.78%
46430 Miscellaneous Revenue		83.33	-83.33	0.00%
Total 46400 Other Types of Income	\$ 11,450.00	\$ 11,333.33	\$ 116.67	101.03%
47200 Program Income	260.00		260.00	
47230 Membership Dues			0.00	
47231 Local Chapters		391.67	-391.67	0.00%
47233 Individual	1,225.00	802.08	422.92	152.73%
47234 Local Government	2,750.00	833.33	1,916.67	330.00%
47237 Regional Chapter Florida	600.00	550.00	50.00	109.09%
47239 Regional Chapter Illinois	600.00	295.83	304.17	202.82%
47240 Regional Chapter Central Texas	3,000.00	475.00	2,525.00	631.58%
47241 Regional Chapter Colorado	5,300.00	1,450.00	3,850.00	365.52%
47242 Regional Chapter Michigan		250.00	-250.00	0.00%
47243 Regional Chapter NorCal	2,400.00	439.58	1,960.42	545.98%
Total 47230 Membership Dues	\$ 15,875.00	\$ 5,487.49	\$ 10,387.51	289.29%
47270 LGHN Dinner Registrations		250.00	-250.00	0.00%
47271 LGHN Dinner Sponsorships		1,500.00	-1,500.00	0.00%
47275 LGHN Reception at ICMA		166.67	-166.67	0.00%
Total 47200 Program Income	\$ 16,135.00	\$ 7,404.16	\$ 8,730.84	217.92%
49000 Special Events Income			0.00	
49010 Special Events Contributions		500.00	-500.00	0.00%
Total 49000 Special Events Income	\$ 0.00	\$ 500.00	-\$ 500.00	0.00%
Total Income	\$ 27,585.00	\$ 25,070.82	\$ 2,514.18	110.03%
Gross Profit	\$ 27,585.00	\$ 25,070.82	\$ 2,514.18	110.03%
Expenses				
60900 Business Expenses			0.00	
60920 Business Registration Fees		10.00	-10.00	0.00%
60960 Merchant Services Fees	1,031.25	666.67	364.58	154.69%
Total 60900 Business Expenses	\$ 1,031.25	\$ 676.67	\$ 354.58	152.40%
62100 Contract Services	2,500.00		2,500.00	
62110 Accounting Fees		800.00	-800.00	0.00%
62140 Legal Fees		104.17	-104.17	0.00%
62150 Outside Contract Services	15,838.00	18,750.00	-2,912.00	84.47%
Total 62100 Contract Services	\$ 18,338.00	\$ 19,654.17	-\$ 1,316.17	93.30%
65000 Operations			0.00	
65009 Computer Software	173.43	466.67	-293.24	37.16%
65020 Postage, Mailing Service	56.92	125.00	-68.08	45.54%
65030 Printing and Copying		41.67	-41.67	0.00%
65040 Supplies	5.00	12.50	-7.50	40.00%
65060 Website	2,691.18	1,000.00	1,691.18	269.12%
Total 65000 Operations	\$ 2,926.53	\$ 1,645.84	\$ 1,280.69	177.81%
65100 Other Types of Expenses			0.00	
65110 Advertising/Marketing Expenses		333.33	-333.33	0.00%
65120 Insurance - Liability, D and O	955.00	100.00	855.00	955.00%
65140 Contributions		125.00	-125.00	0.00%
65160 Other Costs		41.67	-41.67	0.00%
65170 Scholarships Awarded		125.00	-125.00	0.00%
65180 Special Events		583.33	-583.33	0.00%
65185 Program Activities			0.00	
65181 LGHN Dinner at ICMA Conference		1,541.67	-1,541.67	0.00%
65182 LGHN Reception at ICMA Conference		166.67	-166.67	0.00%
Member and Partner Engagement		333.33	-333.33	0.00%
Total 65185 Program Activities	\$ 0.00	\$ 2,041.67	-\$ 2,041.67	0.00%
65190 Special Projects, Chap Support		416.67	-416.67	0.00%
Board of Directors Retreat			0.00	
Retreat		125.00	-125.00	0.00%
Total Board of Directors Retreat	\$ 0.00	\$ 125.00	-\$ 125.00	0.00%
Total 65100 Other Types of Expenses	\$ 955.00	\$ 3,891.67	-\$ 2,936.67	24.54%
68300 Travel and Meetings			0.00	
68310 Conf, Conv, Meeting-Nat'l		833.33	-833.33	0.00%
68320 Meeting Travel-Reg'l		83.33	-83.33	0.00%
68330 ICMA Conference Committee		166.67	-166.67	0.00%
Total 68300 Travel and Meetings	\$ 0.00	\$ 1,083.33	-\$ 1,083.33	0.00%
Total Expenses	\$ 23,250.78	\$ 26,951.68	-\$ 3,700.90	86.27%
Net Operating Income	\$ 4,334.22	-\$ 1,880.86	\$ 6,215.08	-230.44%
Net Income	\$ 4,334.22	-\$ 1,880.86	\$ 6,215.08	-230.44%

Local Government Hispanic Network

Balance Sheet

As of January 31, 2026

	Total
ASSETS	
Current Assets	
Bank Accounts	
10000 US Bank - checking	0.00
Dinner Reserve	2,932.00
Frances Gonzalez Scholarship	28,333.99
Joel Valdez	428.03
LGHN Conference	29,415.00
Operating Cash	191,631.19
Operating Reserves	75,000.00
Total 10000 US Bank - checking	\$ 327,740.21
Total Bank Accounts	\$ 327,740.21
Total Current Assets	\$ 327,740.21
TOTAL ASSETS	\$ 327,740.21
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
25001 Florida Chapter Payable	7,053.27
25003 Illinois Chapter Payable	5,760.53
25004 Colorado Chapter Payable	9,700.00
25005 Central TX Chapter Payable	8,398.71
25006 Michigan Chapter Payable	1,600.00
25007 NorCal Chapter Payable	2,423.81
Total Other Current Liabilities	\$ 34,936.32
Total Current Liabilities	\$ 34,936.32
Total Liabilities	\$ 34,936.32
Equity	
32000 Retained Earnings	253,804.67
Net Income	33,999.22
Total Equity	\$ 287,803.89
TOTAL LIABILITIES AND EQUITY	\$ 322,740.21



2026 LGHN Board Member Elections (2-Year Terms)

Vice President for Membership:	Joe Camacho
Vice President for Programs	Daniel Ortiz
Vice President for Career Advancement:	Alex Lopez (formerly Mario Diaz)
Board of Directors At-Large:	Andrea Alicoate
	Aarón Zavala (was Joe Camacho)
	Hazel Weatherford
	Ramiro Inguanzo (was Alex Lopez)
	One Vacancy (was Maria Solano) 1 year term
	One vacancy (was Daniel Ortiz) 1 year term

2026 LGHN Board Nomination Process	12/25	1/26	2/26	3/26	4/26	Comments
Invite nominations	12/19					30 days required
Close nominations			2/23			30 days + board approval for 2-week extension from 2/9
Review and recommend nominees			2/23-3/4			Nominating/Executive Committee meeting (<i>for interviews and selection</i>)
LGHN Board Meeting				3/6		Approve ballot
Issue ballots				3/9		15 days minimum, must be 30 days prior to Membership Meeting
Close ballots				3/25		16 voting days
LGHN Board Meeting					4/3	Ratify ballot results (<i>if no April board meeting, ratify by email</i>)
Orientation						TBD
Annual Meeting					4/9 or later	Meets/exceeds 30-day requirement (30 days from issuing ballots is 4/8)

Updated 2/4/25

Draft 2026 Revision	Status vs. 2021 Tool Kit	Notes
1. Introduction to LGHN	Updating	Introduces LGHN more formally and clarifies the roles of its chapters and partnership.
2. Governance and Leadership	New	Expands chapter formation guidance with added details on bylaws, board composition, onboarding, and succession planning.
3. Fiscal Management and Tax Compliance	New	Adds a new section offering chapter leaders examples of financial models, fee structures, and budget guidance.
4. Strategic Planning	New	Introduces a new section guiding chapter leaders through the strategic planning process and its importance for both new and established chapters.
5. Communications, Marketing and Branding	New	2026 revision introduces a dedicated communications section, replacing the dispersed guidance found in 2021 across areas like event planning and membership recruitment.
6. Membership Journey, Recruitment, and Retention	Updating	Expands recruitment and recognition guidance to include the full member journey—onboarding, retention, annual campaigns, and required resources.
7. Event Planning and Programming	Updating	Updates and modernizes 2021 Toolkit guidance and adds a dedicated section on chapter conference planning.
8. Sponsorships and Partnerships	New	Adds a new section on securing sponsors and partnerships for programming and events aligned with chapter and national goals, including connections to education partners for resources.

9. Mentorship, Networking, and Professional Development	Updating	Expands Peer Mentorship and Networking guidance from the 2021 Toolkit, featuring LGHN's Madrinas y Padrinos program and resources for local and regional networking circles.
10. Volunteerism and Community Engagement	Updating	Revises existing guidance to include language on regional coordination, safety measures, and impact tracking.
11. Administration, Meetings, Reporting	New	Adds a new section on administrative matters, incorporating meeting planning guidance from the 2021 document and introducing additional guidance on reporting, data collection and security, and addressing board member ethics.

Revised LGHN Chapter Toolkit Outline

Revised Draft – 2026 Edition

Front Matter

- **Title Page**
“The LGHN Chapter Toolkit: Building Leadership, Inclusion & Impact in Local Government”
 - **Message from LGHN Board President**
Short welcome letter emphasizing LGHN’s mission to empower Hispanic/Latino leaders in government and the importance of local chapters in advancing equity, innovation, and excellence.
 - **How to Use This Toolkit**
Overview of structure and intended audiences (chapter leaders, board members, new chapters, and municipal partners).
-

1. Introduction to LGHN

- **About LGHN:** Mission, values, and partnership with ICMA and other affiliates.
 - **National Vision:** Overview of LGHN’s national priorities and programs.
 - **The Role of Chapters:** Why local engagement matters.
 - **Benefits of Chapter Affiliation:** Access to mentorship, leadership development, partnerships, and visibility.
 - **Types of Chapters:** Regional, municipal, state-level.
 - **Chapter–National Partnership**
 - **Shared Responsibilities Framework** (visual chart)
 - **LGHN National:** Branding, mentorship, sponsorship oversight, fiscal guidance, compliance, leadership development.
 - **Local Chapters:** Programming, member engagement, community partnerships, local sponsorships (with national coordination).
 - **Scope Alignment:**
How to ensure chapter goals and programs support LGHN national objectives (with a short checklist).
 - **Avoiding Scope Creep:** Reflection questions for chapter boards.
-

2. Governance and Leadership

- **Steps to Forming a Chapter** (based on existing guidance but simplified).
 - **Chapter Bylaws Overview:** Recommended structure and model template.
 - **Board Composition & Skill Sets:**
 - Ideal board roles and desired competencies (finance, marketing, events, strategic planning).
 - Committee structure example and importance
 - **Board Onboarding Checklist**
 - **Leadership Succession Planning:**
Tips for identifying future leaders, mentorship of officers, continuity planning, term limits, mentorship pipelines.
-

3. Fiscal Management and Tax Compliance

- **Understanding LGHN's Group 501(c)(3):**
How chapters benefit and remain compliant.
 - **Dues Structure and Financial Models**
 - **Managing Chapter Finances:**
Budget planning, reporting, and expense approvals.
 - **Annual Financial Review Checklist.**
 - Add sample **Memorandum of Understanding (MOU)** for chapters managing local funds.
-

4. Strategic Planning for Chapters

- **Why Strategic Planning Matters**
Aligning chapter objectives with LGHN's national strategic plan.
 - Understanding the "Why" from chapter membership.
 - Use of a facilitator in Strategic Planning
 - In-lieu services, local partners, LGHN
 - On-going strategic planning and importance
 - **Creating a Chapter Vision & Mission Statement**
Template and examples.
 - **Setting SMART Goals & Key Performance Indicators (KPIs)**
For membership, programming, community impact, and fiscal health.
 - **Annual Chapter Planning Calendar Template.**
-

5. Communications, Marketing and Branding

- **LGHN Brand Standards**
 - Approved logo use, colors, fonts, and messaging tone.
 - How chapters develop unique branding and co-branding.
 - **External Communications**
 - Marketing Strategies
 - Website presence
 - i4a web platform (LGHN Resource)
 - Chapter solutions
 - Social media and visual storytelling (LinkedIn, Instagram, YouTube)
 - Newsletters
 - Recommended tools (Canva, Mailchimp)
 - Ideal content mix (member spotlight, local news, national highlights)
 - **Internal Communications**
 - Tools and resources for cross-chapter collaboration
 - LGHN SharePoint site
 - Resources for internal communication across organizations within the same chapter.
 - Google Drive, SharePoint
 - **Communications SOP Template**
 - SOP for internal/external communications
-

6. Membership Journey, Recruitment and Retention

- **Defining Your Ideal Member:**
Building diversity in profession, geography, and experience level.
- **Membership Lifecycle Framework** (visual diagram)
- **Recruitment Strategies:**
 - 10-80-10 Framework
 - Strategic outreach through HR, onboarding programs, and events.
 - Digital campaigns and ambassador programs.
 - Value proposition
- **Retention Strategies:**
 - Recognition programs, mentorship, and career development pipelines.
 - At Risk Members
- **On-boarding of new members**
 - Welcome packets, personalized experience/interactions.
 - Importance of welcoming new members.
- **Annual Membership Campaign Checklist**
 - Annual campaigns in coordination with national campaign.
- **Resources needed for membership journey**
 - Scalability, human capital, monetary.

7. Event Planning and Chapter Programming

- **Event Strategy:**
Aligning programs with LGHN's goals and annual themes.
 - **Event Types:**
Lunch & Learns, Platicas, Conferences, and Community Engagements.
 - **Event Marketing & Communications:**
Branding, social promotion, and digital registration, regional coordination and participation.
 - **Calendar Planning:**
Syncing with LGHN National Calendar and major cultural observances.
 - **Post-Event Impact Reporting:**
Attendance tracking, feedback forms, and ROI summary templates.
-

8. Sponsorships and Partnerships

- **Approaching Sponsorships:**
Steps to engage private and public partners ethically.
 - **Partnership Development:**
Collaborations with ICMA, GFOA, NFBPA, local chambers, and universities.
 - **Community Sponsorship Toolkit:**
Sample letters, agreements, and recognition materials.
 - Create a short section on **joint programming models** — webinars, mentorship pairings, regional summits.
 - Add a template for **collaboration agreements or shared marketing**.
 - **Fundraising** for programming, events, etc.
-

9. Mentorship, Networking and Professional Development

- **LGHN's Madrinas y Padrinos Program Overview**
 - **Creating Local Mentorship Circles**
How to structure peer and career mentoring sessions. How they can feed into National program.
 - **Networking with Partner Groups:**
NFBPA, I-NAPA, APA, NAHRO, etc. Importance of chapters connecting with sub-regions of these groups.
 - **Professional Development Opportunities:**
LGHN Conference, webinars, leadership cohorts.
-

10. Volunteerism and Community Engagement

- **Purpose and Benefits:** Building chapter visibility through service. Avoiding scope creep (how does it tie back to national objectives)?
 - **Types of Projects:** Drives, mentorships, education outreach.
 - **Family-Friendly and Cross-Departmental Volunteering.**
 - **Regional coordination**
 - **Safety & Code of Conduct Guidelines.**
 - **Impact Tracking and Storytelling.**
-

11. Administration, Meetings, Reporting

- **Planning effective meetings**
 - Agenda planning, who to include, minutes, e-sessions, strategic retreats, regional coordination.
 - **Reporting Expectations:**
Annual chapter summary and key metrics.
 - **How to Share Success Stories with LGHN National.**
 - **Digital Reporting Templates:**
Event recaps, membership updates, and sponsorship reports.
 - **Best Practices for Data Collection & Privacy.**
 - **How to respond and address ethic concerns of members or Board Members**
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12. Appendices, Resources and Templates

- Chapter Formation Checklist
- Chapter Formation Checklist
- Sample Bylaws (Summary Version)
- Strategic Plan Template
- Annual Planning Calendar
- Newsletter Template
- Event Planning & Budget Worksheet
- Icebreaker Activities
- Sponsorship Packet Template
- Pláticas Facilitator Guidelines
- Chapter Health Self-Assessment
- Sample Succession Plan Template
- Program Alignment Evaluation Form

References & Resources

- LGHN Website and Resource Library Links
- Affiliate Partner Resource List
- External Training and Funding Resources
- ICMA Leadership Resources



LGHN Program and Webinar Schedule 2026

January 2026	• Sponsor Webinar: Zencity, January 8 POSTPONED
February	• GFOA Webinar TBD • Madrinas y Padrinos - February 17, 2026: <i>Fourth Cycle Kickoff and Orientation (12:30-1:30 CT)</i>
March	• LGHN and SGR Chapter Interest Meeting Dallas County, TX March 3. 2026 from 10 am to 2:00 pm • NFBPA Forum, March 7-11, Philadelphia, PA • Madrinas y Padrinos - March 10, 2026: <i>DiSC Assessment Workshop</i> • Webinar: Unidos NorCal/MMANC TBD • Sponsor Webinar: MissionSquare, March 28, 2026
April	• LGHN Annual Conference April 7-9, Westminster, CO • April 10 Board of Directors Workshop, Westminster, CO • Madrinas y Padrinos - April 14, 2026: <i>Conflict Resolution Webinar: Florida Chapter TBD</i>
May	• • Madrinas y Padrinos - May 12, 2026: <i>Crucial Conversations</i> • Local Gov250 Awards, May 17 Philadelphia, PA • GFOA Webinar TBD
June	• June 9, 2026: <i>Project Management</i> • Webinar: Central Texas Chapter TBD • GFOA Conference June 28-July 1, 2026 McCormick Center, Chicago, IL • GFOA Webinar TBD

July	• Webinar: Juntos Colorado Chapter TBD
August	• Webinar: Florida Chapter TBD • Madrinas y Padrinos - August 11, 2026: <i>Dealing Effectively with Elected Officials</i> • Sponsor Webinar: Cigna Healthcare TBD
September	• Sponsor Webinar: Cigna Healthcare TBD • Illinois Conference TBD • MMANC Conference September 28-30 Tenaya Lodge, Yosemite, CA • GFOA Webinar TBD
October	• Sponsor Webinar: Cigna Healthcare TBD • CTX Conference TBD • ICMA Conference October 17-21, Long Beach, CA • MMASC October 28-30 Coronado, CA
November	• GFOA Webinar TBD • Madrinas y Padrinos - November 10, 2026: <i>Program Wrap Up and Reflections</i>
December	•

Updated 2/2/26

2025

January 2025	• Madrinas y Padrinos Webinar and Check-in 1/16 from 9:30 am to 11:00 am PT (<i>About 40 attendees</i>) • LGHN Board of Directors' Retreat on <i>January 26, 2024, at the City of Mesa – Economic Development Offices</i> • LGHN 2025 Conference Mesa, AZ Convention Center <i>January 27-29 (About 220 attendees)</i>
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February	• LGHN 2025 Annual Membership Meeting February 25, 2025, at 9 am PT/Noon ET (About 55 attendees and recording shared with all 3,120 friends, partners, affiliates and members)
March	• Madrinas y Padrinos Webinar and Check-in March 20, 2025, 9:30 am PT to 11:00 am
April	• GFOA Webinar: Purchasing and Procurement Best Practices April 1, 2025, 9:00 am PT/Noon ET • LGHN Chapter Webinar: California Resilience series April 3 10 am PT/Noon ET • NFBPA Conference April 9-13, 2025, San Francisco, CA (Samantha Tavares and Christine Butterfield attending) • LGHN Chapter Webinar: California Resilience series April 15, 9:30 am PT/12:30 pm ET • Juntos Colorado: April 23, 2025 8:00 am to 4:00 pm Adams County, CO
May	• LGHN Chapters Webinar: Michigan Chapter May 7 from 2 pm ET Community Engagement Best Practices • LGHN Chapter Webinar: California series May 13, 2025, 9:30 am PT/12:30 pm ET • LGHN Chapters Webinar: Mesa Chapter, May 21, 2025 - <i>Asian District a Cultural Gem in the Heart of Mesa, AZ</i> • Madrinas y Padrinos Webinar and Check-in May 22, 2025, 9:30 am PT to 11:00 am • Cigna Webinar May 22
June	• LGHN Chapter Webinar: California Resilience series, June 3, 9:30 am PT/12:30 pm ET • Polimorphic Webinar: AI for Local Governments June 24 (75 registrants) • GFOA Conference June 29-July 3 Washington, DC (Marcus Steele presented session and LGHN booth staffed over three days during exhibit hall hours)
July	• NALEO Conference July 22-24: LGHN presenting in collaboration with GFOA, Mario Diaz to represent • Heroes Webinar July 29 from 9:00 am PT/12:00 pm ET (35 attended)
August	• LGHN Chapters Webinar: Central TX Chapter, August 18 (160 registered)

	• Experiencia Puerto Rico
September	• Cigna Leadership “podcast-style” webinar September 3, 2025 • Zencity Webinar September 9 from 9:00 am PT/noon ET <i>Tools to Assist Elected Official in Financial Decision Making and Budgeting</i> • Cigna Webinar: Behavior Health September 10 • IL LGHN Chapter half day conference, Northwestern University, September 19 (and White Sox Game) • GFOA Rethinking Budgeting 9/23 • Cigna Webinar: Women’s Health September 25
October	• Central TX Chapter Conference: San Marcos, TX, October 3, 2025 • MMANC Conference October 14-17 Monterey, CA • ICMA Conference October 25-29 Tampa, FL (6 LGHN and Affiliates’ Sessions days and times forthcoming) • LGHN Dinner at ICMA, October 26 from 6:45 to 9:00 pm Columbia Restaurant (capacity capped at 175) • MissionSquare Personal Finance Best Practices October 23, 2025 • GFOA Budget Manager and Decision Architect October 31, 2025
November	• LGHN Chapters Webinar: Juntos Colorado POSTPONED FROM September • Affiliates’ Webinar Series-NACA hosting POSTPONED
December	• LGHN Chapters Webinar: Florida <i>Resilient Leadership Best Practices</i>

2024

January 2024	• LGHN 2024 Conference January 17 – 19 in Mesa, AZ
February	• N/A
March	• N/A
April	• Madrinas y Padrinos: <i>Cycle Two Wrap Up on April 8, 2024</i>

	• NFBPA Forum Conference Baltimore, MD April 4 – 6, 2025
May	• LGHN Chapter Webinar: Central Texas Chapter on <i>May 13 from 10 am PT/1 pm ET</i> • LGHN and ICMA International Webinar Series: <i>Session One May 13 from 1 pm ET</i>
June	• GFOA Conference Orlando, FL from June 9 - 12, 2025 ➤ LGHN will host two sessions and staff a table at conference registration. ➤ Ramiro Inguanzo point person for LGHN and is responsible for staffing booth and session deliverables and logistics. • Affiliates' Webinar Series: <i>Staying connected apart and how to work and lead remotely: June 25, 2025, NFBPA hosting</i>
July	• LGHN Chapters Webinar: Central TX (attendees TBD)
August	• Experiencia Puerto Rico Conference, International Committee members attended August 25-28 LGHN • Affiliates' Webinar Series: <i>Leading versus managing NFBPA hosting August 29, 2024 with 99 registrants</i>
September	• Madrinas y Padrinos Third Cycle Kickoff (2024/2025) on September 19, 2024, 9 am to 1 pm PT Program Overview, DiSC Assessment and Discussion • LGHN Chapters Webinar: Illinois Chapter – Legacy Project (attendees TBD) • ICMA Conference Pittsburgh, PA (See Affiliate Sessions List Below) ➤ <i>LGHN Booth in Exhibit Hall from September 21 through 24</i> <i>Set up at 10:00 am Saturday</i> <i>Staffed from 4:00 to 6:00 pm Sunday</i> <i>Staffed from 10:00 to 4:00 pm Monday</i> <i>Staffed from 10:00 to 2:00 pm Tuesday</i> <i>Pack up 3:00 pm Tuesday</i> ➤ <i>LGHN Annual Dinner at Hofbräuhaus on September 22, 2024, from 7:00 to 10:00 pm</i>

October	• Affiliates' Webinar Series: Designing sustainable smart cities and counties NFBPA hosting TBD POSTPONED • LGHN Chapter Webinar: <i>Juntos Colorado Chapter (TBD)</i> POSTPONED
November	• <i>MMANC Conference, Santa Rosa, CA 11/6-11/8: LGHN membership development lunch and Succession Planning Best Practices session (about 125 in person attendees)</i> • LGHN and ICMA International Webinar Series: <i>Session Two, November 15 9:00 am PT (About 60 attendees)</i> • Madrinas y Padrinos Webinar and Check-in 11/21 9:30 am PT/11:00 am PT <i>(About 48 attendees)</i>
December	• GFOA Webinar: Enterprise Resource Planning (ERP) Systems Implementation Best Practices, December 3, 2024 9:00 am PT/Noon ET <i>(About 40 attendees)</i> • Affiliates Webinar Series: Social media and data privacy I-NAPA hosting TBD POSTPONED
January 2025	• Madrinas y Padrinos Webinar and Check-in 1/16 from 9:30 am to 11:00 am PT <i>(About 40 attendees)</i> • LGHN Board of Directors' Retreat on <i>January 26, 2024, at the City of Mesa – Economic Development Offices</i> • LGHN 2025 Conference Mesa, AZ Convention Center <i>January 27-29 (About 220 attendees)</i>
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April	• GFOA Webinar: Purchasing and Procurement Best Practices April 1, 2025, 9:00 am PT/Noon ET • LGHN Chapter Webinar: California Resilience series April 3 10 am PT/Noon ET

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