



Board of Directors Retreat
March 15-16, 2019
 Evanston, IL

Call-in Number:
 1-866-210-1669
 Guest Code: 5150240

Advancing Excellence and Inclusiveness in Local Government

Agenda

Hilton Orrington, Holgate Room
 1710 Orrington Avenue, Evanston, IL

LGHN Board of Directors

Rolando Fernandez
President

Raymond Gonzales
President-Elect

Veronica Briseño
Immediate Past President

Carlos Baia
Vice President for Membership and ICMA Board Liaison

Samantha Tavares
Vice President for Programs

At Large Directors

Maria DeLeon

Bob Harrison

Ramiro Inguanzo

Claudia Lujan

Paulina Martinez

Daro Mott

James Vega

Patricia E. Martel
Past ICMA Board Member

Maria Hurtado
ICMA Board Liaison

Rod Alcázar
ICMA-RC Liaison

Friday, March 15 (continental breakfast and lunch will be served)

- 9:00 – 10:30 Review LGHN December survey results and value discussion and develop workplan
- 10:30 – 11:15 2020 LGHN Conference Planning
- 11:30 – 12:30 Mock Interview/preparation for ICMA board nomination: Ray (Maria to lead discussion)

Regional Seminar: Morton Civic Center, Parasol Room, 4th Floor, 2100 Ridge Avenue, Evanston, IL

- 1:00 Registration
- 1:30 Keynote Session: Joyce Marter
 Difficult Conversations and Conflict Resolution: How do you mainstream conflict resolution to ensure better services for Hispanics and other populations of color? How can you turn a difficult conversation into a productive dialogue? How can you develop an understanding of and address culturally based conflict? There are no set of right answers or rules for working with Hispanic communities, there are many questions and best practices to consider and explore and make part of your toolbox.
- 3:00 Break
- 3:15 Platicas
- 4:45 Wrap-up
- 5:00 Networking Reception: Prairie Moon, 1635 Chicago Avenue, Evanston, IL

Saturday, March 16 (continental breakfast and lunch will be served)

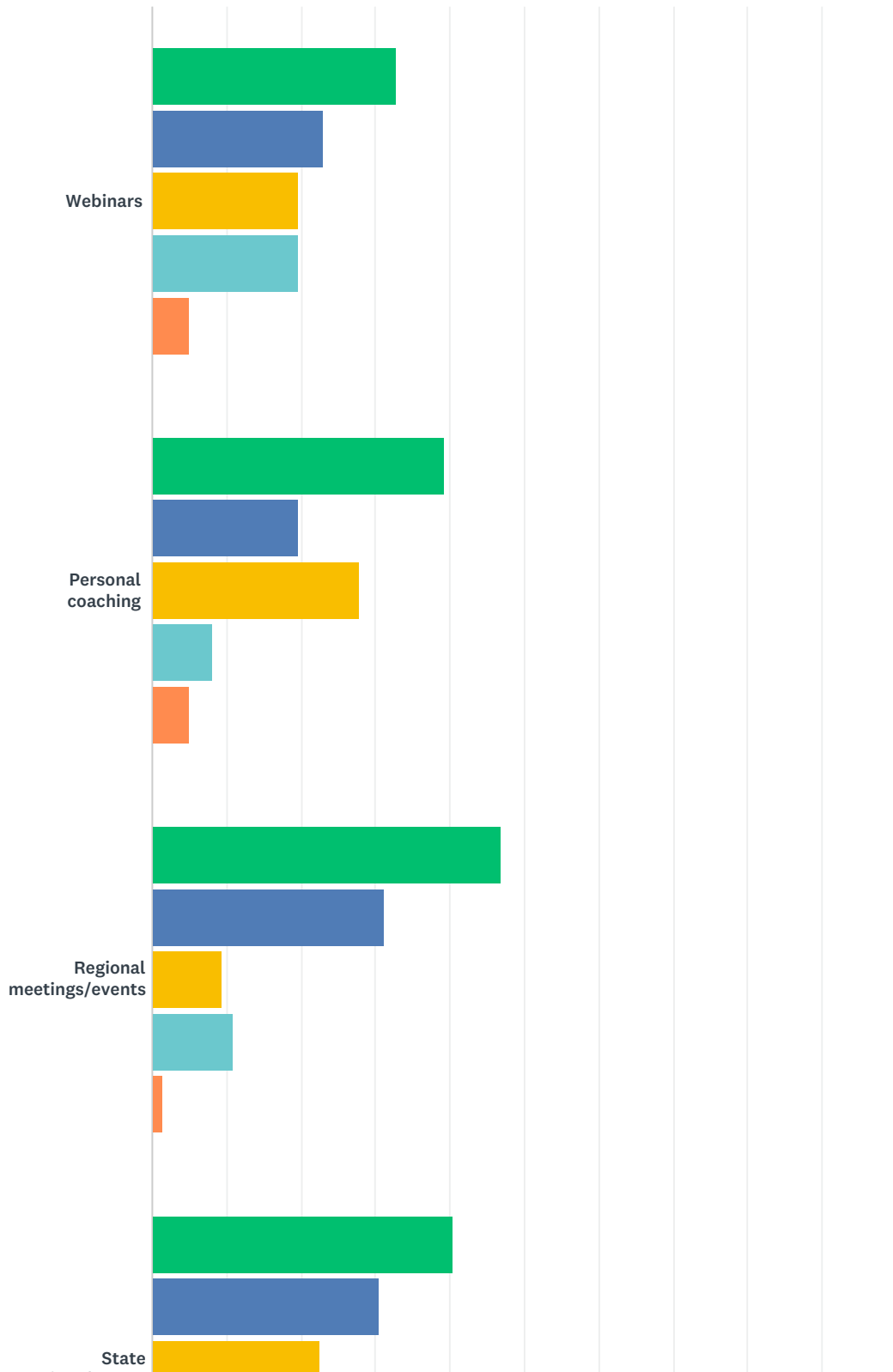
- 9:00 – 9:30 ICMA-RC (Rod Alcazar)
- 9:30 – 10:30 Discussion – partnerships with executive search firms (Joellen Cademartori from GovHR will join us)
- 10:45 – 12:30 Review affiliate agreements/status (ICMA, NFBPA, NACA, ICMA-RC)
 - Upcoming panels at NFBPA, NACA and ICMA conferences
 - September 2020 ICMA-RC regional event in Florida – LGHN partnership
- 12:30 – 1:00 Wrap-up and discussion on future retreats
- 1:00 – 2:30 Evaluation of Management Partners Contract (Rolando to lead discussion)

LGHN Membership Survey Summary

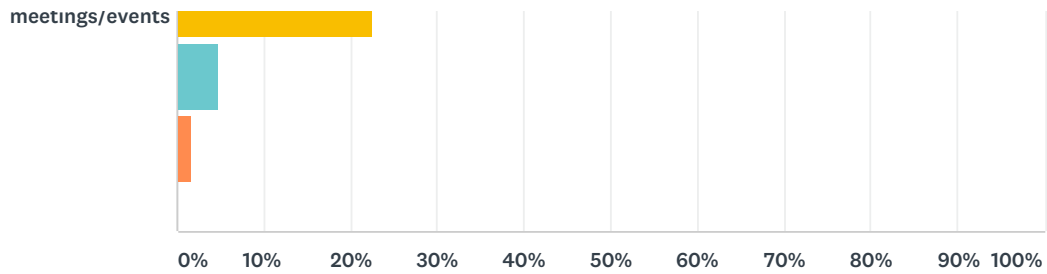
1. Formats for professional development:
 1. Regional meetings/events: 47% ranked as #1
 2. Personal coaching and state meetings/events: 40% ranked each as #1
 3. Webinars: 33% ranked as #1
2. Activities relevant to professional development
 1. Tier 1: 56-62% ranked as #1
 - a. Skills for women in local government – 62%
 - b. Public speaking/presentation skills – 61%
 - c. How to be effective in difficult situations – 60%
 - d. Next steps in your career – advice from executive search firms – 60%
 - e. Moving up the ladder without burning bridges – 56%
 2. Tier 2: 31-38% ranked as #1
 - a. Resume writing and interview skills – 38%
 - b. Transitioning into local government administration from non-traditional careers – 31%
3. Formats for learning about best practices
 1. Tier 1: 43% ranked as #1
 - a. Regional meetings/events – 43%
 2. Tier 2: 34-39% ranked as #1
 - a. Personal coaching – 39%
 - b. Webinars – 38%
 - c. State meetings/events – 34%
 3. Tier 4: 22-30% ranked as #1
 - a. Research participation – 30%
 - b. National meetings/events – 22%
4. Issues of importance for best practices
 1. Tier 1: 60-63% ranked as #1
 - a. Mentoring and succession planning
 - b. Finance and budget skills
 - c. Social/civic engagement with minority populations
 - d. Recruitment and talent management – 60%
 - e. Building community leadership capacity – 60%
 2. Tier 2: 40-49% ranked as #1
 - a. Inclusionary government practices – 49%
 - b. Community policing amongst minority populations – 45%
 - c. Economic/business development – 43%
 - d. Immigration issues/impacts – 40%
 - e. Cultural programs – 40%
 - f. Overcoming linguistic barriers with minority populations – 40%
 - g. Ethics in the workplace and in-service delivery – 39%
 3. Tier 3: 28-36% ranked as #1
 - a. Affordable housing – 36%
 - b. Health care services – 35%
 - c. Role of local government in literacy programs – 28%
5. Communication preferences
 1. 94% preferred email as the preferred form of communication; Facebook, Twitter and Instagram were ranked #1 at a greatly reduced rate (4-7%)
 2. No responder ranked email as their least preferred method; 51% ranked Facebook as least preferred, 73% ranked Twitter as least preferred, and 67% ranked Instagram as least preferred

Q1 On a scale of 1 to 5, with 5 being most important and 1 being least important, which of the following formats would you be more likely to use for professional development?

Answered: 65 Skipped: 0



LGHN Professional Development & Best Practices

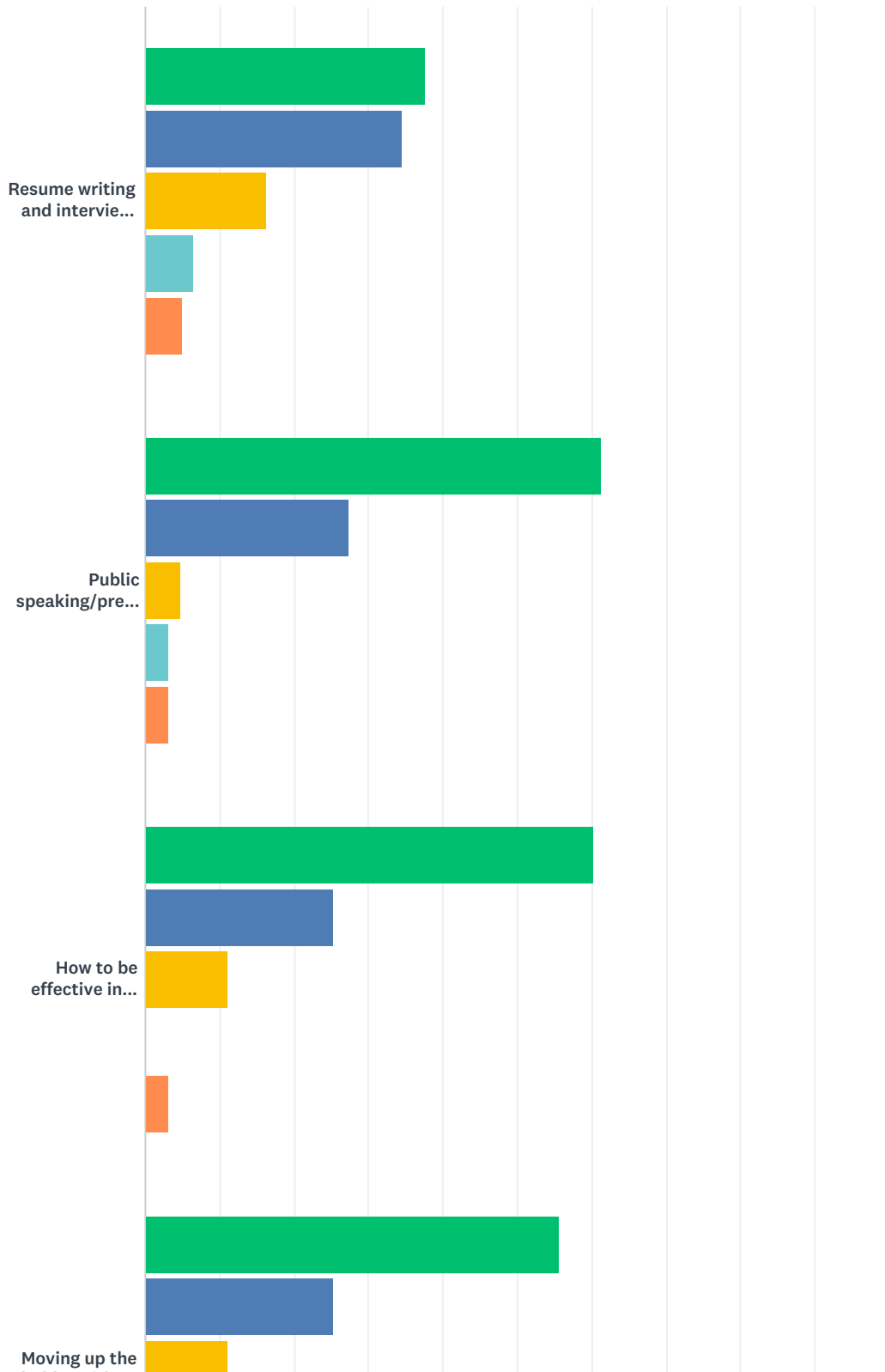


	5	4	3	2	1	TOTAL
Webinars	32.79% 20	22.95% 14	19.67% 12	19.67% 12	4.92% 3	61
Personal coaching	39.34% 24	19.67% 12	27.87% 17	8.20% 5	4.92% 3	61
Regional meetings/events	46.88% 30	31.25% 20	9.38% 6	10.94% 7	1.56% 1	64
State meetings/events	40.32% 25	30.65% 19	22.58% 14	4.84% 3	1.61% 1	62

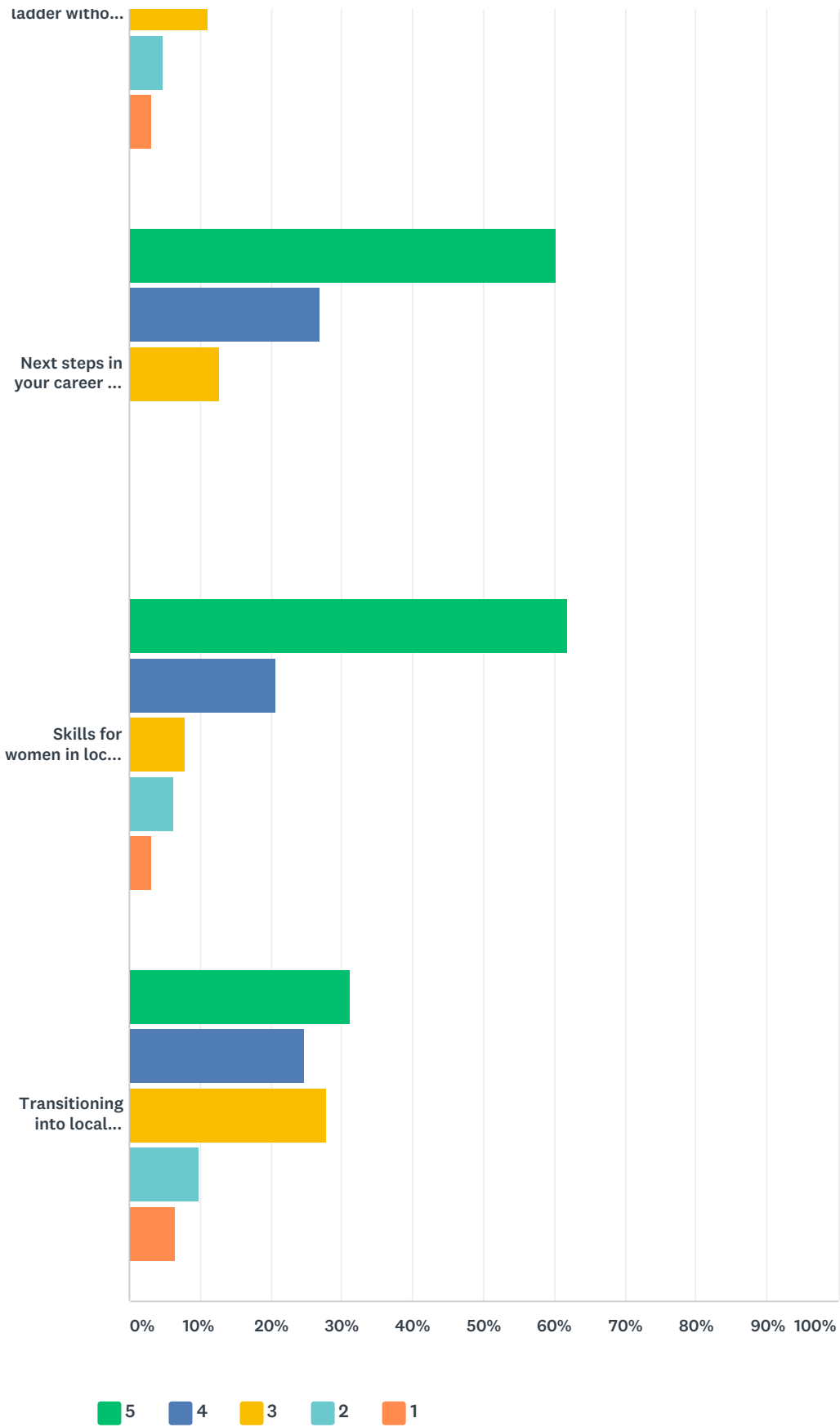
#	OTHER (PLEASE SPECIFY)	DATE
1	Brown Bags, early morning sessions	12/18/2018 11:09 AM
2	Early morning or late day talks are good to have people in the field attend.	12/13/2018 7:28 AM
3	Mentor Program? One on one opportunity to build lasting relationships with others with more experience.	12/13/2018 7:23 AM

Q2 On a scale of 1 to 5, with 5 being the most important and 1 being the least important, which of the following activities do you see as relevant to professional development for Hispanics/people of color?

Answered: 65 Skipped: 0



LGHN Professional Development & Best Practices



	5	4	3	2	1	TOTAL
Resume writing and interview skills	37.70%	34.43%	16.39%	6.56%	4.92%	
	23	21	10	4	3	61

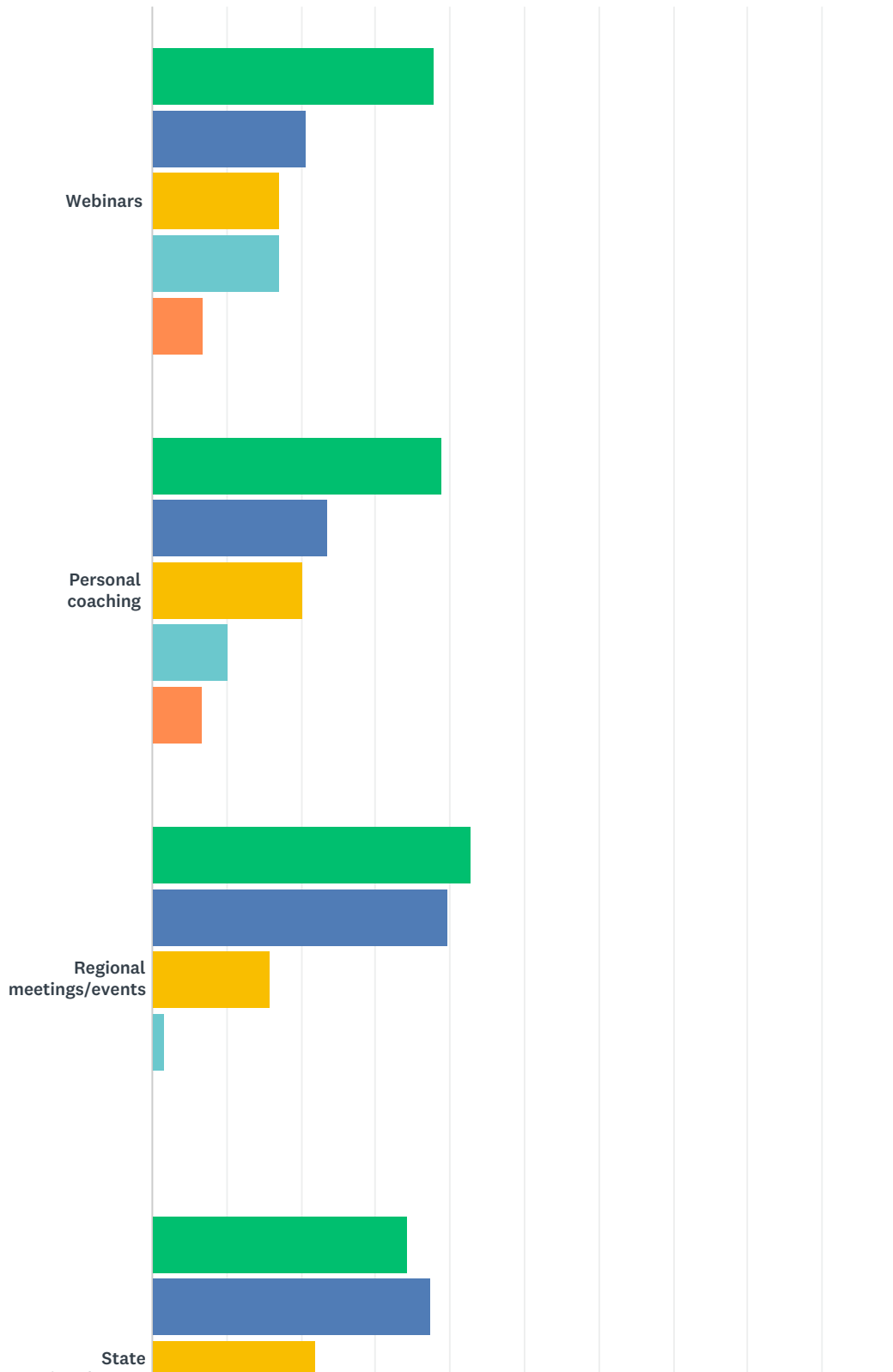
LGHN Professional Development & Best Practices

Public speaking/presentation skills	61.29% 38	27.42% 17	4.84% 3	3.23% 2	3.23% 2	62
How to be effective in difficult situations	60.32% 38	25.40% 16	11.11% 7	0.00% 0	3.17% 2	63
Moving up the ladder without burning bridges	55.56% 35	25.40% 16	11.11% 7	4.76% 3	3.17% 2	63
Next steps in your career - advice from executive search firms	60.32% 38	26.98% 17	12.70% 8	0.00% 0	0.00% 0	63
Skills for women in local government	61.90% 39	20.63% 13	7.94% 5	6.35% 4	3.17% 2	63
Transitioning into local government administration from non-traditional careers (e.g., departments, non-profits, etc.)	31.15% 19	24.59% 15	27.87% 17	9.84% 6	6.56% 4	61

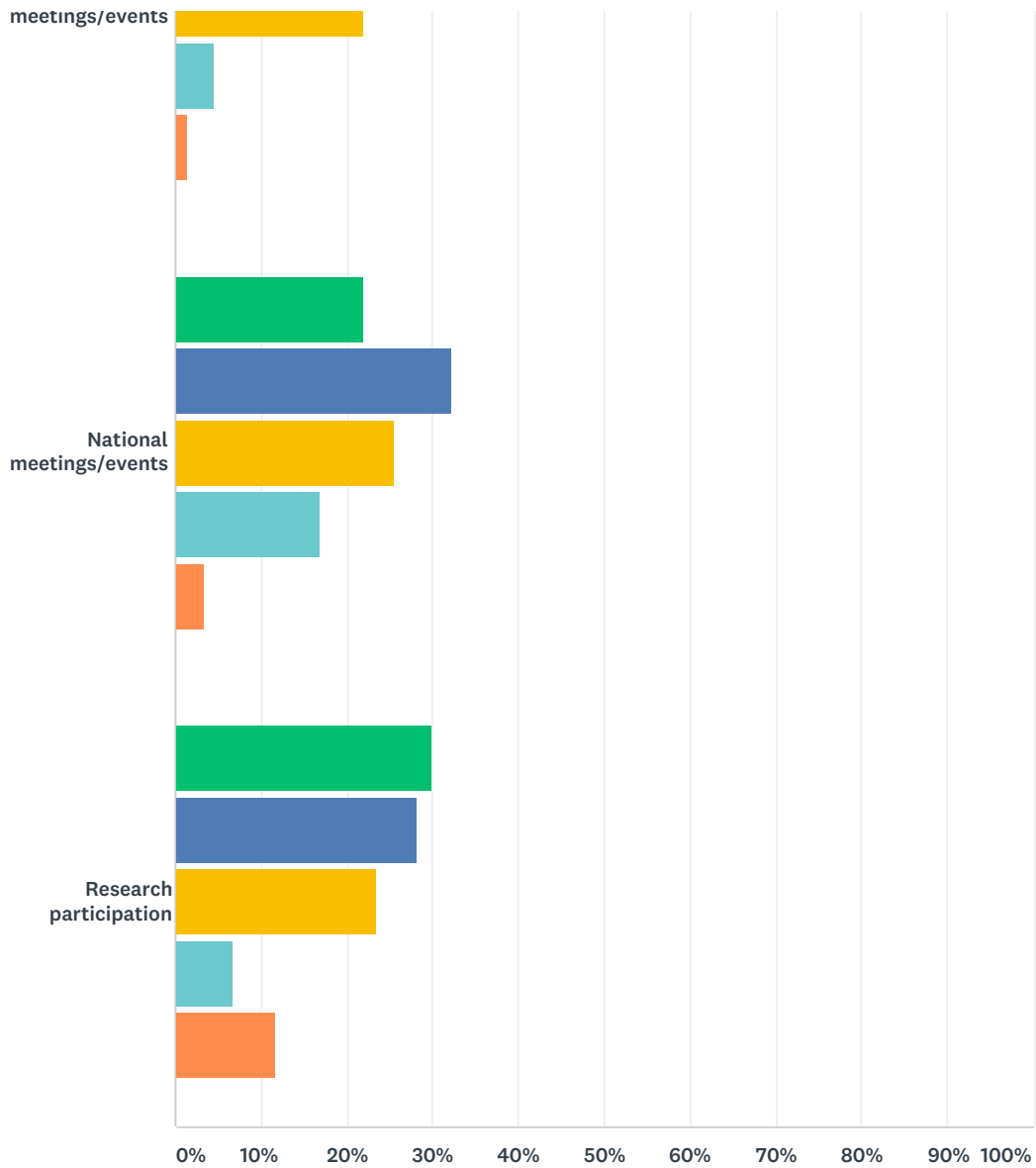
#	PERSONAL COACHING ON SPECIFIC ISSUES OR OTHER SUGGESTIONS (PLEASE SPECIFY):	DATE
1	Working with micromanagers	12/13/2018 3:30 PM
2	Explaining cultural value of Latinos in upper management positions without sounding like we're using our skin color to promote.	12/13/2018 7:28 AM
3	Developing/articulating your voice and sharing your perspective	12/4/2018 8:10 AM
4	Stop being afraid of selling yourself (fear of sounding arrogant vs humble)	11/29/2018 11:48 AM
5	leadership development	11/28/2018 2:35 PM

Q3 On a scale of 1 to 5, with 5 being the most important and 1 being the least important, which of the following formats would you be more likely to use to learn about best practices for your jurisdiction?

Answered: 65 Skipped: 0



LGHN Professional Development & Best Practices



■ 5
 ■ 4
 ■ 3
 ■ 2
 ■ 1

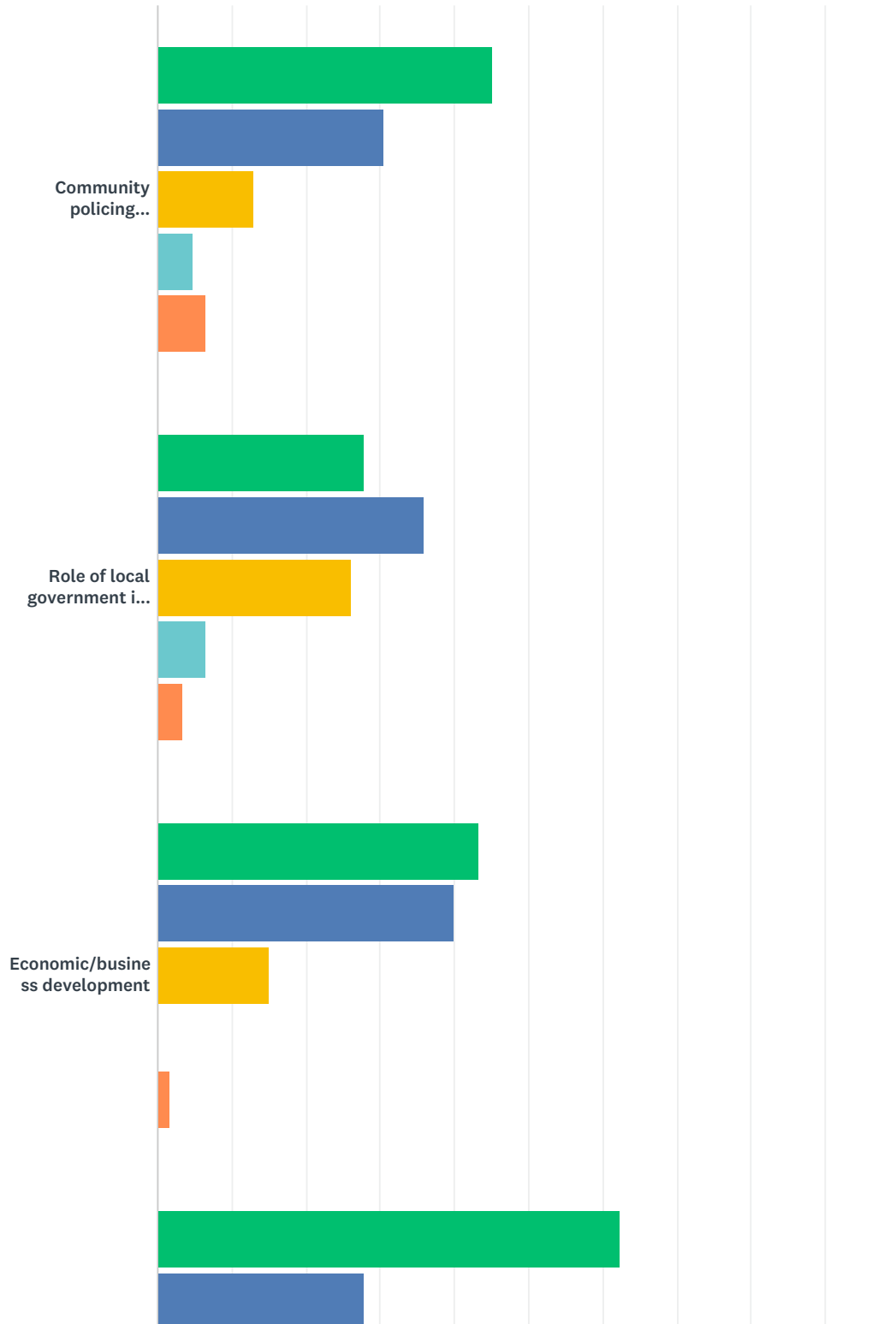
	5	4	3	2	1	TOTAL
Webinars	37.93% 22	20.69% 12	17.24% 10	17.24% 10	6.90% 4	58
Personal coaching	38.98% 23	23.73% 14	20.34% 12	10.17% 6	6.78% 4	59
Regional meetings/events	42.86% 27	39.68% 25	15.87% 10	1.59% 1	0.00% 0	63
State meetings/events	34.38% 22	37.50% 24	21.88% 14	4.69% 3	1.56% 1	64
National meetings/events	22.03% 13	32.20% 19	25.42% 15	16.95% 10	3.39% 2	59
Research participation	30.00% 18	28.33% 17	23.33% 14	6.67% 4	11.67% 7	60

LGHN Professional Development & Best Practices

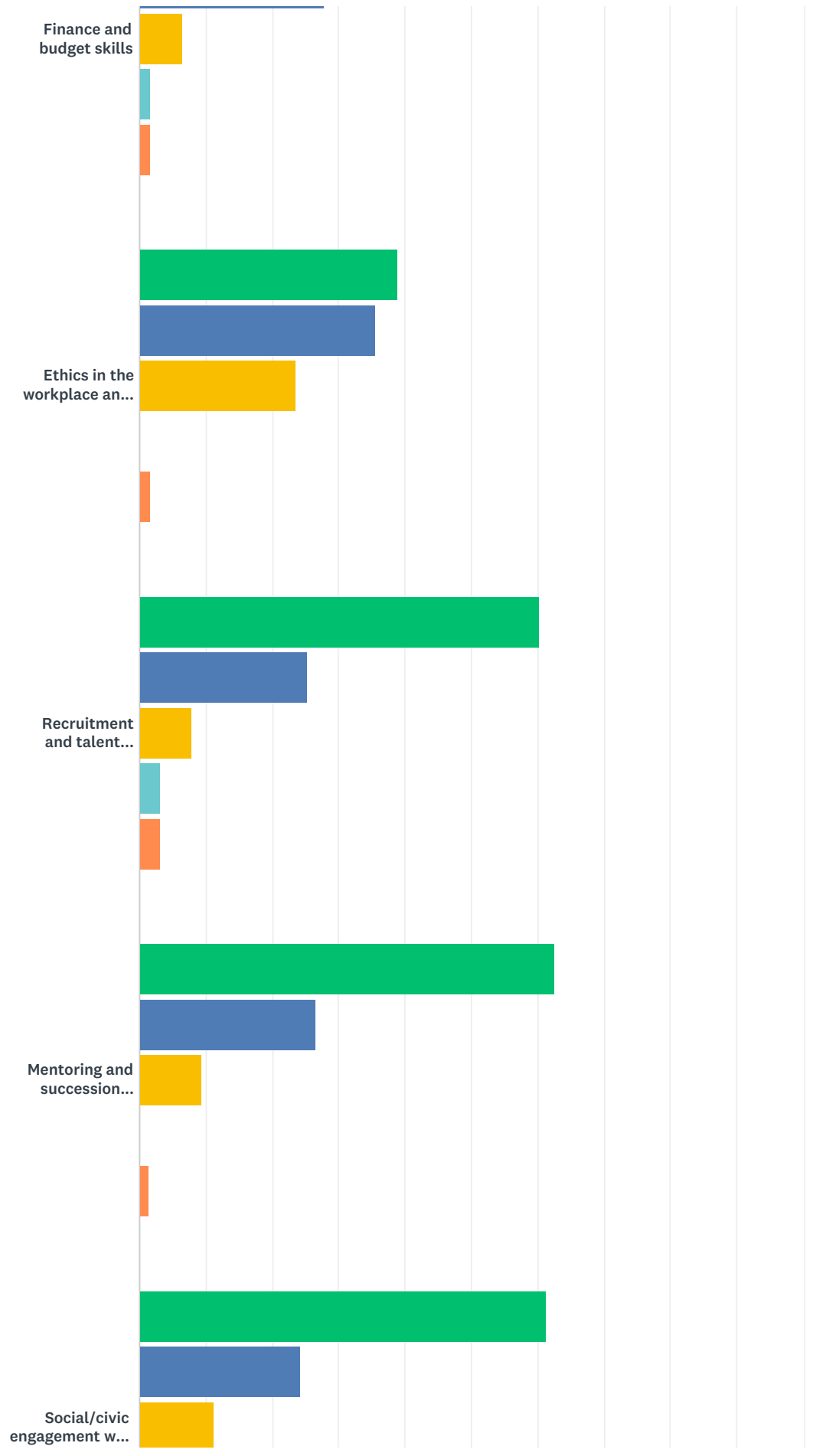
#	OTHER (PLEASE SPECIFY)	DATE
1	Think thank meetings with other municipalities	12/18/2018 11:09 AM

Q4 On a scale of 1 to 5, with 5 being the most important and 1 being the least important, which of the following best practices do you see as relevant to your jurisdiction to address issues of importance to Hispanics/people of color?

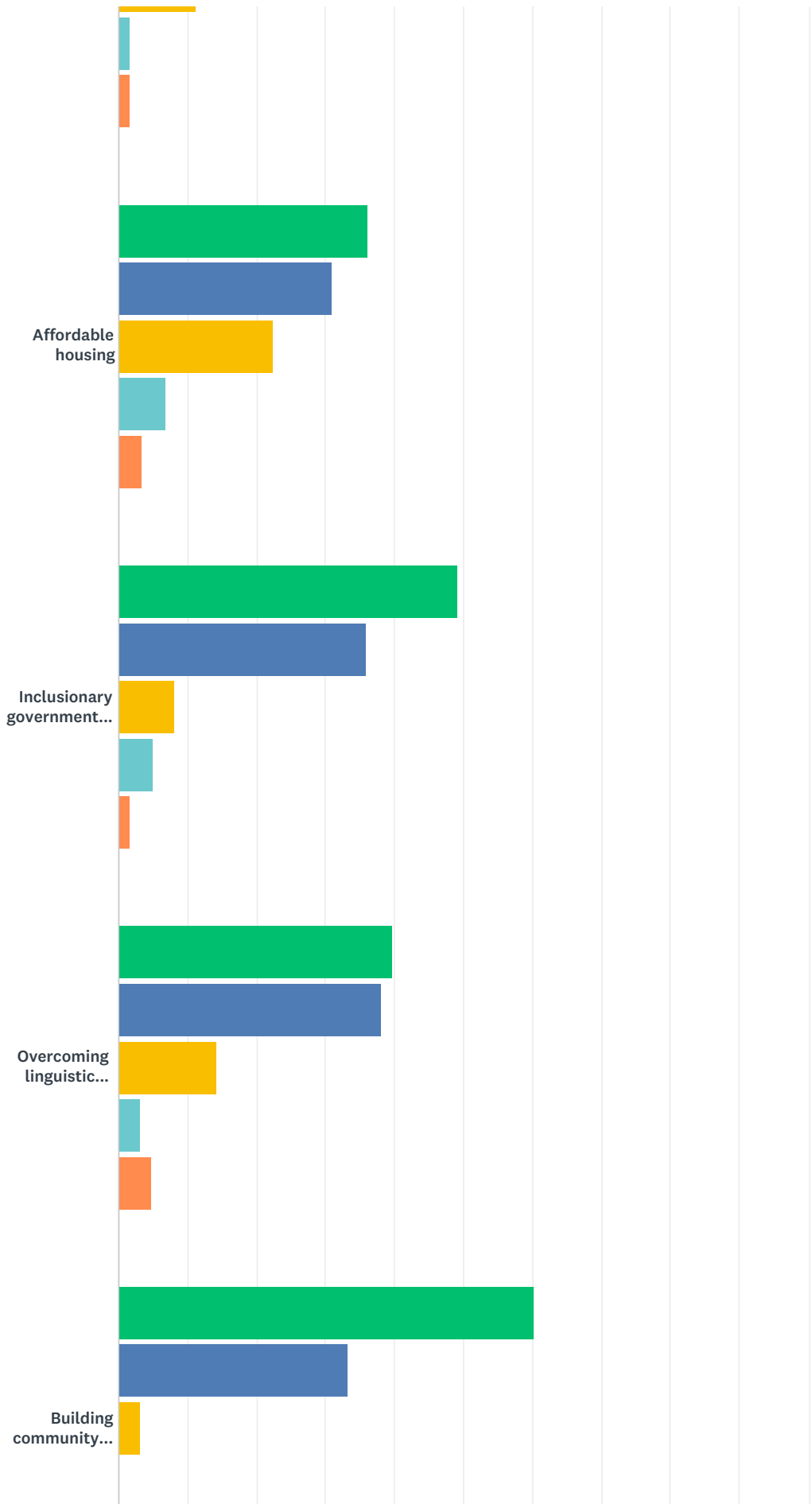
Answered: 65 Skipped: 0



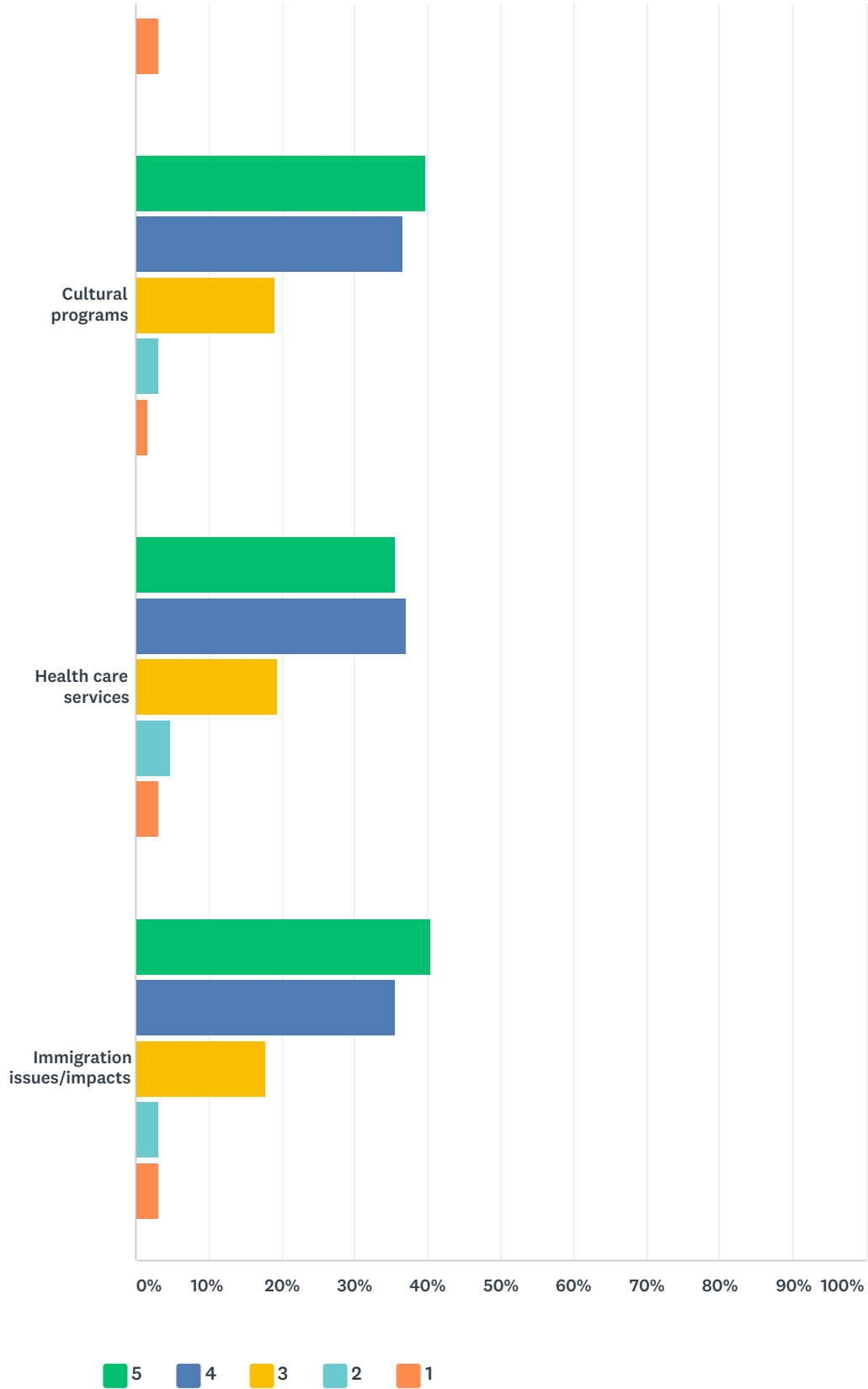
LGHN Professional Development & Best Practices



LGHN Professional Development & Best Practices



LGHN Professional Development & Best Practices



	5	4	3	2	1	TOTAL
Community policing amongst minority populations	45.16%	30.65%	12.90%	4.84%	6.45%	
	28	19	8	3	4	62
Role of local government in literacy programs	27.87%	36.07%	26.23%	6.56%	3.28%	
	17	22	16	4	2	61

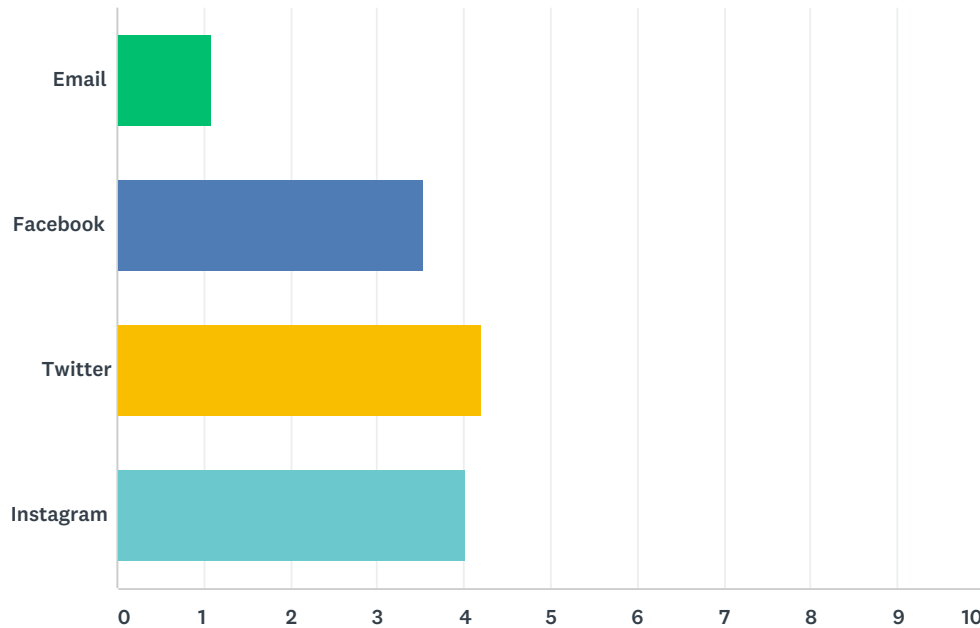
LGHN Professional Development & Best Practices

Economic/business development	43.33% 26	40.00% 24	15.00% 9	0.00% 0	1.67% 1	60
Finance and budget skills	62.30% 38	27.87% 17	6.56% 4	1.64% 1	1.64% 1	61
Ethics in the workplace and in service delivery	38.98% 23	35.59% 21	23.73% 14	0.00% 0	1.69% 1	59
Recruitment and talent management	60.32% 38	25.40% 16	7.94% 5	3.17% 2	3.17% 2	63
Mentoring and succession planning	62.50% 40	26.56% 17	9.38% 6	0.00% 0	1.56% 1	64
Social/civic engagement with minority populations	61.29% 38	24.19% 15	11.29% 7	1.61% 1	1.61% 1	62
Affordable housing	36.21% 21	31.03% 18	22.41% 13	6.90% 4	3.45% 2	58
Inclusionary government practices	49.18% 30	36.07% 22	8.20% 5	4.92% 3	1.64% 1	61
Overcoming linguistic barriers with minority populations	39.68% 25	38.10% 24	14.29% 9	3.17% 2	4.76% 3	63
Building community leadership capacity	60.32% 38	33.33% 21	3.17% 2	0.00% 0	3.17% 2	63
Cultural programs	39.68% 25	36.51% 23	19.05% 12	3.17% 2	1.59% 1	63
Health care services	35.48% 22	37.10% 23	19.35% 12	4.84% 3	3.23% 2	62
Immigration issues/impacts	40.32% 25	35.48% 22	17.74% 11	3.23% 2	3.23% 2	62

#	OTHER (PLEASE SPECIFY)	DATE
1	How to inspire emerging leaders. How to inspire others to act.	12/13/2018 7:27 AM
2	Immigration and policing	11/28/2018 2:35 PM

Q5 On a scale of 1 to 5, with 5 being the most important and 1 being the least important, how do you prefer to receive communications from LGHN?

Answered: 65 Skipped: 0



	5	4	3	2	1	TOTAL	WEIGHTED AVERAGE
Email	93.85% 61	4.62% 3	1.54% 1	0.00% 0	0.00% 0	65	1.08
Facebook	6.78% 4	20.34% 12	22.03% 13	13.56% 8	37.29% 22	59	3.54
Twitter	3.57% 2	1.79% 1	21.43% 12	16.07% 9	57.14% 32	56	4.21
Instagram	5.36% 3	8.93% 5	17.86% 10	14.29% 8	53.57% 30	56	4.02

#	OTHER (PLEASE SPECIFY)	DATE
1	text. what is our facebook page?	12/18/2018 11:09 AM
2	Welfare check on members would be good.	12/13/2018 7:28 AM
3	News letter style email with updates in different areas including an event calendar/list, job opportunities, significant news stories impacting the latino community nationwide etc... Colors, graphics, and photographs also draw attention and would lead to more following.	12/13/2018 7:27 AM

Q6 LGHN has the opportunity to develop program sessions at ICMA, NFBPA, regional LGHN events and other venues. What suggestions do you have for future sessions?

Answered: 33 Skipped: 32

#	RESPONSES	DATE
1	None at this time	12/19/2018 11:21 AM
2	Na	12/18/2018 11:50 AM
3	Community Engagement, young people (k-16) perspective, Inclusion - we are all from one planet...	12/18/2018 11:09 AM
4	More direct mentoring opportunities	12/17/2018 8:41 AM
5	How to prepare for Changing Demographics (Civic Engagement, Service Delivery, Hiring Practices, Diversifying Workforce, Talent Development)	12/13/2018 5:25 PM
6	Work with other professional groups.	12/13/2018 3:30 PM
7	Maybe a session on receiving higher degrees, or higher educational goals	12/13/2018 12:39 PM
8	Mentoring Session or Networking opportunities.	12/13/2018 11:02 AM
9	Career development webinars, networking events	12/13/2018 10:30 AM
10	none	12/13/2018 9:36 AM
11	Cultural Competencies	12/13/2018 8:51 AM
12	I don't have any issues with language barriers or immigration, or know anyone close to me with those issues..what's important to me is to also include "chicano/a" issues..where we have good jobs in the workplace, speak English well, and are professional, but could use help with "sprucing up" our image, body language, and public speaking. To break the glass ceiling. I feel like I'm in the "middle". I'm not considered by society to be a true "American" because I have dark eyes/hair, but I'm not seen as "Mexican" by the Mexican's because I was not born in Mexico and I don't know Spanish. We have been here for 7 generations, and proud of my culture, but I feel "caught in the middle"	12/13/2018 8:42 AM
13	Promote bilingual-bicultural communication	12/13/2018 8:08 AM
14	An event where members have to participate or be active in, like team building activity, so that gives a chance for members to meet other members.	12/13/2018 7:59 AM
15	Something related to being a minority and trying to excel and move into a management role.	12/13/2018 7:38 AM
16	A program for emerging leaders. People just getting into leadership and how to ease their fears of stepping up when the opportunity arises.	12/13/2018 7:27 AM
17	Immigration, literacy, policing, social skills, learning to be effective, all topics to cover at sessions where development is more one-on-one.	12/13/2018 7:23 AM
18	Skills for women in government. Mentorship opportunities.	12/13/2018 7:16 AM
19	Not sure	12/12/2018 4:31 PM
20	Hispanics role in local government	12/10/2018 8:19 AM
21	Continue to provide us with panels that exemplify leaders we can connect with and hear personal success stories. I would also be interested in hearing about how as a local gov employee you can show case yourself and outshine outside competition for leadership roles that come from non-gov backgrounds. Sometimes local gov admin expect that leaders from private industry will do it better and by-pass long time employees who have the inside edge.	12/10/2018 6:46 AM
22	How to network; women in leadership	12/8/2018 7:31 AM
23	None	12/7/2018 3:26 PM

LGHN Professional Development & Best Practices

24	Stories on career paths. How did people get to their executive positions. How to overcome fear of applying for a City Manager position? How do you know you are ready? The importance of maintain a healthy lifestyle while being an executive. The value of setting aside time daily to exercise and eat healthy.	12/7/2018 12:48 PM
25	N/A	12/7/2018 12:39 PM
26	Restoring trust between communities and law enforcement. Understanding the historical trauma and experience of minority groups to move forward.	12/4/2018 8:10 AM
27	I really loved the padrinos and madrinas session and I would love to see these happening on a quarterly basis.	11/30/2018 10:47 AM
28	None at this time	11/28/2018 4:47 PM
29	"Has the City Management Profession Changed for People of Color Over the Last 30 Years" Is the city management profession able to effectuate true social change for people of color. How "white women" became the new minority and did they leap-frog "people of color."	11/28/2018 2:47 PM
30	Programs related to police strategies for engaging immigrant communities	11/28/2018 2:35 PM
31	successes from LGHN member cities	11/28/2018 2:11 PM
32	Collaborating with diverse work groups. Diversity with regards to ethnicity but also generational.	11/28/2018 1:53 PM
33	How to engage staff to further education by more training on being in leadership roles .	11/28/2018 1:50 PM

Q7 Who would you recommend as speakers for future conference sessions and/or regional meetings?

Answered: 32 Skipped: 33

#	RESPONSES	DATE
1	Small business leaders	12/19/2018 11:21 AM
2	Na	12/18/2018 11:50 AM
3	The lawyer who spoke was amazing at the LGHN conference, Robin Reed; Black Chamber, College students, k-6 students	12/18/2018 11:09 AM
4	Council members	12/13/2018 3:30 PM
5	Former Congresswoman Ileana Ros Lehtinen	12/13/2018 2:40 PM
6	not sure	12/13/2018 12:39 PM
7	Marie Lopez Rogers, Milton Dohoney	12/13/2018 11:02 AM
8	n/a	12/13/2018 10:30 AM
9	Patrick Ibarra Patrick@gettingbetteralvertime.com	12/13/2018 9:36 AM
10	None	12/13/2018 8:51 AM
11	People who have thought outside of the box, possibly entrepreneurs..so that we can poke their brain and get ideas on how to succeed beyond government employment and feel confident with taking risks that could have a big payoff in the end. Maybe a list of resources, or mentors, who are willing to answer questions and mentor those of us who are interested in entrepreneurship.	12/13/2018 8:42 AM
12	It would be nice to have Latino activist, which I know we have had in the past and it has been great to hear their story. High level position Latinos to hear what they did to get to where they are. Someone in education to shed more light on how Latinos can get in college with assistance.	12/13/2018 7:59 AM
13	Marcos Tapia, local attorney and very good speaker	12/13/2018 7:28 AM
14	n/a	12/13/2018 7:27 AM
15	Unsure	12/13/2018 7:23 AM
16	More women in leadership roles. City Manager's, Female directors in non-traditional roles.	12/13/2018 7:16 AM
17	Not sure	12/12/2018 4:31 PM
18	Rafael Fernandez de Castro	12/10/2018 8:19 AM
19	Eric Baily and Nicole Lance, I have seen them both present practical and useful workshops.	12/10/2018 6:46 AM
20	n/a	12/8/2018 7:31 AM
21	Corina Madruga, Parks HR Supervisor	12/7/2018 3:26 PM
22	Maria Hurtado of City of Hayward. She can talk about the challenges she faced to get to where she is now. How did she overcome her obstacles.	12/7/2018 12:48 PM
23	N/A	12/7/2018 12:39 PM
24	Leadership book author(s)	12/4/2018 8:10 AM
25	Dolores Huerta	11/30/2018 10:47 AM
26	I really enjoyed Eric Bailey and Nicole Lance as speakers. I thought that adding legislatures to a panel was an extraordinary idea.	11/29/2018 9:49 AM
27	Local and national leaders	11/28/2018 4:47 PM
28	Michelle Alexander, Author of the "New Jim Crow" Alicia Garza, Co-founder of Black Lives Matter Angela Valenzuela, Chicana Studies Professor, UT Austin	11/28/2018 2:47 PM

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29	Police officers and porfessors	11/28/2018 2:35 PM
30	City Managers who are members of LGHN	11/28/2018 2:11 PM
31	NA	11/28/2018 1:53 PM
32	Business owners, entrepreneurs, city managers	11/28/2018 1:50 PM

Q8 Contact Information

Answered: 37 Skipped: 28

ANSWER CHOICES	RESPONSES	
Name	97.30%	36
Jurisdiction	67.57%	25
Address	83.78%	31
Address 2	10.81%	4
City/Town	89.19%	33
State/Province	91.89%	34
ZIP/Postal Code	86.49%	32
Country	0.00%	0
Email Address	91.89%	34
Phone Number	91.89%	34

#	NAME	DATE
1	Sylvia Chacon	12/19/2018 11:21 AM
2	Abigail E Garcia	12/18/2018 11:50 AM
3	Michelle Pierson	12/18/2018 11:09 AM
4	Frank garcia	12/14/2018 8:26 AM
5	Patricia Zendejas	12/14/2018 7:03 AM
6	Maria Hurtado	12/13/2018 5:25 PM
7	Ramiro Jose Inguanzo	12/13/2018 2:40 PM
8	Kathryn Sonja Boris	12/13/2018 1:41 PM
9	Adria Duarte	12/13/2018 1:41 PM
10	Marleny	12/13/2018 12:39 PM
11	Christina Encinas	12/13/2018 11:02 AM
12	Marianne Maldonado	12/13/2018 9:36 AM
13	Patricia Contreras	12/13/2018 8:51 AM
14	Stephanie Ruelas	12/13/2018 8:42 AM
15	Jesus Portillo	12/13/2018 8:01 AM
16	Yvette Carrola	12/13/2018 7:59 AM
17	David Fierro	12/13/2018 7:28 AM
18	Chris Iñiguez	12/13/2018 7:27 AM
19	Blair Sinay	12/13/2018 7:23 AM
20	Claudia Lujan	12/13/2018 6:15 AM
21	Ellen Bradley-Mak	12/12/2018 4:31 PM
22	Eddy Gomez	12/10/2018 8:19 AM

Joint Committee Chairs Discussion
November 20, 2018

Priorities

1. Keeping the website and social media current
2. Webinar logistics – ability to post and archive on the website
3. Video testimonials
4. Best practices – update and add to the resources
5. Board member commitments to host regional social gatherings to engage members
6. Survey of best practices and professional development (complete)

Social media content suggestions:

1. Outreach to members asking for information about their jurisdictions
2. Best practices – highlight one every 1-2 weeks; Need to make sure the best practices webpage is up-to-date
3. Meet the Madrinas/Padrinos – highlight one every 1-2 weeks
4. Highlight/profile chapters and local government members
5. Issue new call for volunteers for committees
6. Issue announcement on membership renewals
7. Video testimonials – ask members to record on their phone and send in to be placed on Facebook and on website – start with board members

Webinars: explore options for doing our own. Need to be able to archive and keep on website. Options?

Other: November 2 board minutes

Rolando Fernandez asked the board for suggestions to increase LGHN's value based on comments from the conference. Carlos Baia would like to see the LGHN conference sessions replicated on the LGHN website, as well as presenting at other conferences. Samantha Tavares is checking to see which sessions were video taped.

Karen Davis suggested that board members host quarterly sessions, lunches, etc. in their area to keep members engaged and attract new members. She has been asked to meet quarterly with the Portland Metro local government members.

Rolando Fernandez recommended moving forward with partnering with executive recruiters through a "LGHN Conectar Program" to assist LGHN members with seeking career advancement. The program would offer several resources for members:

- An opportunity for members to share and receive feedback on their resumes,
- Place members in a database used by executive recruiters (would need to develop database details), and
- Participate in yearly webinar that provides members an opportunity to hear executive recruiters about interview skills/trends.

Carlos Baia agreed that it would be beneficial to younger professionals. Rolando and Karen will follow up to discuss which firms should be contacted and how they should be approached.

Rolando also asked the program committee to look into annual leadership/executive training programs for Hispanics. LGHN could partner with universities and area local government.

September 7 Minutes

Rolando Fernandez has scheduled this discussion as a standing board agenda item. He asked the board to continue to work on the value proposition as a way to increase the value LGHN. This includes how to reach out to current members, get new members, as well as get more involved in ICMA committees. What value added do we need to grow our membership and grow our members professionally. Carlos gave an overview of the LGHN Committee Chair (Membership, Program and Communications) joint meeting and the combined work that these committees are doing to increase visibility and better engage current members. The board discussed the following issues to be refined and offered as part of the added LGHN value:

- Carlos has reached out to Don Maruska to see if LGHN can partner with the ICMA webinars and provide tailored to our membership for professional development.
- The board would like to look at creating a knowledge network/chat room for open discussions.
- Claudia Lujan suggested highlighting members' achievements through social media to increase LGHN's visibility and become a clearinghouse for articles about or from LGHN members. Rolando agreed the website should recognize members' including accomplishments and promotions.
- Carlos informed the board about the conversations that have started with NACA (National Association of County Managers) who is asking LGHN to assist with strategies for increasing their membership diversity.
- Rolando Fernandez suggested enhancements to the website directory to include member photos, testimonials. He also wants to find good stories to tell (testimonies) of how being LGHN member helped members connect to opportunities. He will look for an article he wrote for ICMA for placement on LGHN website.
- The board is looking at various initiatives and the cost of some items to include in the LGHN budget development for next year. For example, what technology is needed and what would be the cost to add members' photos to the member's directory? This information is necessary in advance of approving next year's budget..
- Rolando discussed working with recruitment firms to connect LGHN members to job opportunities and assist members with building resumes..
- Rolando wants LGHN to sponsor members for ICMA, NFBPA and other training and professional development programs. NFBPA holds four spots for us but we need to know the timeline and potentially assist our members with the cost for the leadership development program. These professional development programs should be on the LGHN website and LGHN should recruit members for these programs. Karen will work with Dave Mora and Frances Gonzalez to actively solicit scholarship funds to support professional development.
- Karen will work with Daro to reactivate and reach out to the University Partnerships to develop a strategy for outreach and support to graduate and undergraduate students.



“Advancing Excellence and Inclusiveness in Local Government”

Local Government Hispanic Network Conference Responsibilities

**Updated: ~~October 2017~~
March 2019**

CONFERENCE PLANNING REQUIREMENTS

A. Program Planning and Coordination

The host community is asked to plan a conference that complements and enhances LGHN and its mission and objectives. The conference should be a two or three-day conference and plan for approximately 200-250 people in attendance. Traditionally, the conference has started on a Wednesday afternoon and ended on Friday at noon. Scope and schedule requirements include:

1. LGHN is responsible for establishing and staffing a Conference Planning Committee. A request should be sent to the membership to ask for volunteers to assist with planning responsibilities. This should begin approximately **12-15 months** in advance of the conference. The LGHN Program Committee is a resource to the Conference Planning Committee.
2. The Conference Planning Committee, in conjunction with the Host Committee and LGHN staff is responsible for preparing and submitting a proposed conference budget, including revenue and expense projections, in coordination with LGHN staff. This should be completed approximately **12-15 months** in advance of the conference.
3. The regional organization and local government are responsible for establishing a Host Committee to provide staffing for all conference functions, including, but not limited to, needs related information technology, facilities, check-in/registration, special events and receptions. This also includes coordination of meals, transportation and other logistics leading up to and during event.
4. As a Conference requires a great deal of staff and volunteers to make it successful, the Conference Planning Committee and Host Committee should be prepared to continuously recruit volunteers to assist in the planning efforts, in order to provide sufficient assistance during and after the conference.
5. The Conference Planning Committee is responsible for developing a conference logo, theme, proposed program and schedule which must be submitted to the LGHN board for approval approximately **9-12 months** in advance of the conference.
6. The Host Committee is responsible for negotiating all conference related contracts, including, but not limited to the contract with the hotel(s), event facilities, caterers, transportation, and entertainment. Negotiations of such contract should be done in coordination with LGHN staff **and board review**. All contracts must be finalized by approximately **6-9 months** in advance of the event for final approval by the LGHN board.
7. Coordination of all educational sessions, field demonstrations and special events is the responsibility of the Planning Committee. The Host Committee should provide expertise on local venues and activities to support the conference program. These activities

should be **preliminarily identified 6 months in advance and** confirmed by **3-4 months** in advance of the event.

8. Keynote speakers play a critical role in the success of the conference. As such, all keynote speakers must be identified and confirmed **3-4 months** in advance of the event.
9. Conference registration and conference schedule is expected to be available and ready for use through the conference website **3-4 months** in advance of the event.

B. Marketing

LGHN staff will provide guidance and assistance with marketing, however, the primary responsibility belongs to the Conference Planning Committee.

1. The Conference Planning Committee will be expected to develop all promotion material, including, but not limited to the following. All materials must be made available in electronic format for use on the Conference website and other promotional materials. The LGHN Communications Committee is a resource to the Committee.
 - a. Development of conference logo, theme to be completed **6 9-12 months** in advance of the event
 - b. Creation of Save-The-Date postcards by **8-9 12 months** in advance of the event
 - c. Short article or other write-ups for the Conference website, LGHN publications and promotional email blasts. This type of information will be ongoing and the Planning Committee will be asked to provide periodically leading up to the date of the conference.
 - d. Registration, housing materials, and conference schedule must be published on the website **3-4 months** in advance of the event.
 - e. Sponsorship brochure or packet in hardcopy and electronic **9-12 15-18 months** in advance of the event.
2. The Planning Committee will also be responsible for producing a printed conference program for distribution at the conference. The program should be completed two weeks prior to the start of the conference.

C. Finances

- ~~1. Should the Conference Planning Committee require or desire support from LGHN staff to complete Scope Requirements A-D, the Committee should include these costs in the conference budget to cover the cost of this staff support in addition to the financial requirement described in item C.2. below.~~
1. The Conference Planning Committee and host community is responsible for raising sufficient revenue to cover all conference expenses, including all LGHN **non-personnel** costs related to the conference (~~past LGHN costs have ranged from \$3,000-\$5,000, plus additional costs for the conference website, travel—depending on location~~). The budget should consider net proceeds (revenues after all expenses have been paid) to

support LGHN programs. **The agreement should specify how net proceeds will be allocated between LGHN and regional chapters, if applicable.**

2. The Conference Planning Committee must develop and implement a fundraising strategy that covers all expenses and net proceeds described above, in coordination with LGHN staff, by **12 months** in advance of the event.
3. Sponsors are a critical component in raising the funds necessary to assure a successful conference, and the Conference Planning Committee is expected to develop a sponsorship brochure and packet **12 months** in advance of the event. The Conference Planning Committee should also be prepared to identify and solicit potential sponsors, especially those from the region or state. LGHN staff and Board may assist in identifying potential sponsors.
4. The Conference Planning Committee must have an effective manner to track all sponsor relations and benefits. This includes all follow through with conference sponsors and LGHN sponsors to ensure they receive all benefits they are entitled to receive as a result of their sponsorship. A sponsor-relations strategy should be identified by **12 months** in advance of the event.
6. ~~Net proceeds realized from the conference will be shared evenly between the LGHN Chapter/host community and LGHN, as determined after discussions.~~

D. Additional Requirements

1. In order to keep the LGHN Board of Directors current on conference planning activities, a representative from the Conference Planning Committee will be asked to join monthly LGHN board meetings via telephone, and provide updates on programs, budget goals and fundraising activities.
2. LGHN Board Members (usually two members) may participate in planning meetings via telephone.
3. LGHN strives to continuously improve its events, and as such the Conference Planning Committee should compile evaluations for conference session and event venues. The Conference Planning Committee will work with the LGHN Program and Communication Committees to provide an comprehensive, online, post-conference evaluation.
4. The Conference Planning Committee will participate in a post conference wrap-up, including but not limited to: provision of final detailed expenses and revenues; final listing of all attendees, sponsors, presenters, including name, address, telephone, and email address; provide a write-up for post-conference website and other LGHN marketing, along with photographs and conference PowerPoint presentations for posting on the website and inclusion in the LGHN newsletter. It is expected that wrap-up activities should be completed within **1-2 months** from the closing date of the conference.

5. As unexpected and time sensitive issues often arise in the last weeks leading up to the conference, the Conference Planning Committee should expect to provide immediate access to LGHN staff via email and cell phone 45 days prior to the date of the conference.

LESSONS LEARNED FROM 2016 CONFERENCE

EXHIBITORS

Identify strategies to increase traffic through the exhibit hall for example, 1) host a reception in the exhibit hall; 2) conduct a drawing among those who visited with exhibitors; and; 3) make announcements throughout the conference to remind and acknowledge exhibitors.

SPONSORS

Identify several ways to thank sponsors: in the conference program; before each breakout session; during breakfast/lunch/dinner keynotes; etc.

HOSPITALITY

Consider having a hospitality suite for volunteers, speakers, and exhibitors with water, coffee/sodas/teas, and snacks.

LOGISTICS

Identify 1-2 people who will be the point people for the conference site- these folks should be the only individuals making changes, decisions, etc. and working directly with the conference site staff.

Identify a parking plan (discounted parking/comped parking, etc.) early on for different types of conference participants: volunteers, attendees (those staying at hotel and those who are not), speakers, exhibitors, and sponsors.

Registration:

- Registration list must be up to date and clean (no duplicates).
- Recommend maintaining one master list and/or identifying software program or app (like Whova) that can organize this information better and track check-in, type of participant(speaker, volunteer, exhibitor, sponsor, etc.), and who has registered for special events.
- Programs should be provided to registration volunteers ahead of time to become familiarized with conference activities and timing.
- Didn't have a lot of onsite registration but should be prepared for this and how to capture their information since not done online/registration closed.

Training should be provided for all volunteers ahead of time, especially for registration.

Badge printing onsite requires reliable equipment (good printer, maybe a tablet to allow individuals to enter their information for printing, etc.- should test equipment ahead of registration opening).

Print extra programs than the number of conference registrants and/or print signs with daily conference schedule.

BREAKOUT SESSIONS

7:30 am start time is too early for breakfast session.

Consider not having pre-conference events/meetings off-site.

Session/panel topics were consistently praised but should consider having fewer sessions so program is not so full and participants have a chance to take a break in between.

LESSONS LEARNED FROM 2018 CONFERENCE

EXHIBITORS

- Reach out to exhibitors one year out from event. Some organizations could not contribute because they already had committed funds to other events.
- Keep in touch with exhibitors and follow up for feedback
- Print extra exhibitor passport cards and keep at registration desk.
- Have exhibitors close to sessions
- Include meals in the exhibitor prices

SPONSORS

- Send thank you card to all sponsors
- Send email to those who attended as sponsors and solicit feedback
- Pay for consultant to help with the process
- Reach out to sponsors one year out from event. Some organizations could not contribute because they already had committed funds to other events.
- LGHN can schedule the future conference cities at least 4 years in advance to allow for necessary preparation

GOLF

- Simplified raffle ticket prices and correlation to prizes; streamline process
- Volunteers should be able to see the same information participants see at raffle ticket purchase (ticket boxes and ticket prices)
- Confirm expectations with the golf course staff for beer runs, water runs, and sufficient food

HOSPITALITY

- Consider a hospitality room/check in for speakers, sponsors, and exhibitors. Create goodie bags for exhibitors with snacks and information
- Plan for water bottles or water pitches for speakers
- Greeter for dignitaries to meet LGHN President

LOGISTICS

- Test AV videos prior to event
- APP to include activity prices
- For conference app, receive quotes to determine how much work is needed on the backend of the app. Make sure it is easy for use.
- Communicate with performance groups about music before event
- Include screen (if possible) for speakers so they do not need to turn back and see the slides
- Print extra programs and other materials and have ready at registration desk in case people need an additional copy

- Payment on site for activities and registration (no after the fact reconciliation)
- 3 reserved meal tables (one for LGHN board, one for planning committee board members, one for speakers)

VOLUNTEERS

- Make sure volunteers know where to check-in for their assignments (especially if floaters)
- Sign for volunteers or make font on signs for LGHN larger
- Make LGHN logo on volunteer shirts larger

REGISTRATION

- Designate one-person access to all of the registration lists. For example, The City of Phoenix has different types of Employee Development Funds available. Please note this may be a City of Phoenix process.
- Have one person at the registration desk at all times that can process payments for late registrations, additional tickets or activities.
- Ensure all registration volunteers have all the necessary conference planning committee cell phone numbers

ACTIVITIES

- No early morning (before 8:00 am) activities/events
- Registrations should not exceed capacity
- Create a standby list
- Meeting points should be clear
- Confirm transportation arrangements (if third party is allowed to schedule)
- Additional signage if attendees may approach offsite locations from different points
- Include activity attendee cell phone numbers on check in list in case an attendee needs to be contacted during the activity event.

BREAKOUT SESSIONS

- Make sure room setup is appropriate for sessions.
- Start Sessions at 9am
- Balance sessions with activities to encourage attendance

ENTERTAINMENT

- Have checks ready before event, even if blank checks from LGHN

2019 LGHN Conference Planning Calendar

January:	February:	March: Board discussion at retreat
April: Kick-off meeting in Adams County Adams County staff preliminary training	May: Prepare sponsor packet Identify local fundraiser Set up committee structure	June: Begin outreach to sponsors
<div style="border: 1px solid black; width: 40%; margin: 0 auto; padding: 5px;">Finalize hotel and dates</div>		
July	August: Establish staff planning committee Send invitation to membership	September: Contact Exhibitors Create "save the date" card
October: Submit budget for board review Follow up with exhibitors at ICMA	November: Finalize sponsor-relations strategy (follow-up, trackikng benefits, recognition, etc.	December: Submit theme/logo

2020 LGHN Conference Planning Calendar

January	February	March
<div style="border: 1px solid black; width: 80%; margin: 0 auto; padding: 5px;"> Finalize contracts (hotel, caterers, facilities, etc.) </div>		
April: Identify potential educational sessions, field demos, and special events Prepare full page and half page ads for PM Magazine	May:	June: Test registration Open registration Place Ad in PM Magazine for July Issue
July: Confirm educational sessions, field demos, and special events	August	September: Place ad in PM Magazine
October: Conference	November	December
<div style="border: 1px solid black; width: 80%; margin: 0 auto; padding: 5px;"> Conference Planning Committee to submit post- </div>		

Potential Questions for ICMA Board Interviews

1. Tell us a little bit about yourself, why you'd like to be on the ICMA Board, and what you feel you can bring to the Board.
2. In the course of your career, what are the top 1 or 2 things you feel you have made an impact on and why?
3. The ICMA Board adopted their Strategic Plan in 2017 and is in the process of implementing it. What Strategic Plan priority area most interests you and why? In your perspective, why is this important for the profession?
4. The ICMA Board conducts most of their work through committee. Do you know which those committees are and which one you would be most interested in serving? Why?
5. The I, in ICMA represents the international membership of ICMA. What more can ICMA do to strengthen the membership internationally?
6. This year, the Board has placed an emphasis on diversifying the Board and the ICMA Membership, as it relates to gender, ethnicity/race, and age, as evidenced in the various focus groups they are having at the regional conferences and with the State Organizations. What would you do or recommend the Board do, to move this goal forward?
7. Before we conclude, is there anything else you'd like to add or tell us about why we should consider you for the ICMA Board?

Board members should think of additional questions that may be asked.



PROPOSAL NARRATIVE

1. Organization Description

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

Mission

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

The objectives of the Network are:

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

IHN has the corporate structure, Board of Directors, staff and systems to manage the broad range of services it provides. IHN raises public and private funds to carry out its mission and objectives. IHN has over 250 members and is growing, with more than 20 local government memberships. IHN works closely with its collaborative partners to expand the reach of the services that it provides, and to enhance the services provided to its members. Collaborative partners include: ICMA; ICMA-RC; National Forum for Black Public Administrators (NFBPA); California Network of Asian Public Administrators (Cal-NAPA); Preparing the Next Generation (PNG); and the National Association of Latino Elected and Appointed Officials (NALEO). In October 2015, IHN signed a formal affiliate agreement with NFBPA.



2. Grant Proposal Description

Total Funding Proposal: The International Hispanic Network (IHN) is requesting \$50,000 per year for three years for a total of \$150,000

Annual Base Funding Proposal: As in past years, the request for an annual base funding level of \$50,000 allows the IHN to continue to operate as an educational, support and professional development resource to Hispanic/Latino local government managers, as well as to local government managers who manage communities with Hispanic/Latino populations. The results are that the local government profession is enhanced by an increase in diversity among the ranks of local government managers, and that local government managers gain access to best practices for providing local government services to their Hispanic/Latino residents.

3. Collaboration

IHN and ICMA-RC have enjoyed a long history of collaboration and IHN looks forward to continuing, enhancing and strengthening that collaborative relationship. After discussions with ICMA-RC staff about ways that IHN can be of service to ICMA-RC, the following activities and ideas were developed:

- Promote ICMA-RC as an IHN Founding Sponsor and highlight its ongoing support of IHN activities.
- Increase access to IHN membership through ICMA-RC's participation in IHN member activities and services such as IHN conferences and regional workshops, activities of IHN local chapters, the IHN Annual Membership meeting, and IHN educational activities such as newsletter articles or other printed materials and IHN-sponsored webinars.
- Enhance the role of ICMA-RC with the IHN Board of Directors by creating an ICMA-RC Liaison role on the IHN Board of Directors similar to the ICMA Board Liaison. The ICMA-RC liaison will work to keep the ICMA-RC Board of Directors informed about all IHN activities.
- Enhance the role of ICMA-RC in IHN activities by inviting ICMA-RC staff members to serve on IHN committees.
- Enhance IHN services to ICMA-RC by continuing to provide IHN members to serve on ICMA-RC committees.
- Promote savings and wealth creation among Hispanics/Latinos working in local government by promoting the ICMA-RC programs among the IHN membership.
- Assist in the development of ICMA-RC bilingual marketing materials.
- Provide complimentary registrations at IHN events.

After discussions with ICMA-RC staff about ways that ICMA-RC can be of further service to IHN, the following activities and ideas were developed:

- ICMA-RC will be an active voice for IHN by reaching out to other local government affiliates that with whom ICMA-RC works.
- ICMA-RC will be an active voice for IHN by reaching out to its local government clients with Hispanic/Latino local government managers and to its local government clients who serve Hispanic/Latino populations.
- ICMA-RC will identify potential sponsors for IHN and make any necessary introductions.



AFFILIATION AGREEMENT BETWEEN THE INTERNATIONAL HISPANIC NETWORK AND INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

WHEREAS, the mission of the International Hispanic Network (IHN) is to promote Hispanic professionals in local government and to provide resources for all those serving Hispanic communities; and

WHEREAS, the International City/County Management Association's (ICMA) mission is to create excellence in local government by developing and fostering professional local government management worldwide; and

WHEREAS, IHN and its predecessor organizations have worked cooperatively with ICMA since 1978, and

WHEREAS, an affiliation agreement was first approved by both organizations in 1991; and

WHEREAS, a continuation of a formal agreement between the two organizations will assist each in achieving their respective goals and objectives;

NOW, THEREFORE, IT IS RESOLVED, that with the approval of this agreement by the IHN Board of Directors, and the ICMA Executive Board, and upon the signing of this agreement by the Presidents of each organization, ICMA and IHN shall work together according to these terms:

1. IHN shall be recognized as the primary voice of Hispanic local government administrators within ICMA.
2. Over the life of this agreement, IHN and ICMA will mutually explore opportunities and set goals for expanding membership in both associations, collaborate on outreach to local government professionals, and identify additional sources of financial support for IHN. [Examples of financial support: assistance in the identification of two new corporate sponsors for IHN and/or the IHN conference, scholarships for three IHN members to attend the annual ICMA Young Professionals Leadership Institutes which precede Regional Summits in selected regions.
3. A member of the ICMA Executive Board appointed by the ICMA President, in consultation with the IHN President, shall represent ICMA and serve as a non-voting liaison to the IHN Executive Committee and Board of Directors. In the capacity of liaison, the appointee shall attend the IHN annual conference and Board of Directors meetings. Furthermore, as stipulated in the IHN bylaws, a past ICMA Executive Board member shall be appointed by the IHN President to serve as a voting member of the IHN Board of Directors.
4. The IHN and ICMA Presidents, Presidents-elect, ICMA Executive Board Liaison, and their respective Executive Directors will meet annually to discuss common goals and objectives and for the purpose of coordinating mutual activities.

5. Opportunities for interaction between ICMA and IHN leadership can be significant in building and strengthening cooperation between the two organizations. The IHN Board of Directors and the ICMA Executive Board shall meet for information sharing and program updates at the ICMA Annual Conference and to review mutual priorities and progress.
6. ICMA and IHN shall mutually agree on an annual work plan. ICMA and IHN agree that the following collaborations have priority:

6.1 Membership Information

ICMA and IHN shall share membership database information at no charge to promote professional development opportunities and foster communication between both organizations.

6.2 Internet, Published Communications and Online Professional Development

Each organization is to continue providing a link to the other organization's website on their individual site. ICMA shall send all state officer communications to IHN officers. Once per year, ICMA will publish an article in *PM Magazine* submitted by IHN on a mutually agreed upon topic. Articles submitted by IHN will also be published in at least three ICMA Newsletters. ICMA will also provide IHN each year of this agreement with one full page, full color ad and one half page, black and white ad in *PM Magazine* to assist with IHN national/regional conference promotions. IHN will also publish at least three articles submitted by ICMA in its electronic newsletter each year of this agreement and will promote the annual ICMA conference on its website. IHN and ICMA may use each other's published content from their respective publications (newsletters, magazines, website content) ensuring clearance of any author copyrights in advance, and appropriate attribution of all items to the ICMA or IHN sources.

IHN and ICMA will explore the possibilities for collaboration / joint sponsorship of one professional development Webinar during the term of the agreement.

6.3 ICMA Annual Conference

The ICMA annual conference shall continue to be a focal point for interaction between ICMA and IHN. IHN activities and member participation shall be encouraged and supported by:

- 6.3.1 Ensuring IHN representatives are on the conference planning committee.
- 6.3.2 Providing information to IHN members on conference scholarship opportunities.
- 6.3.3 ICMA will publicize any social activities planned for IHN members and their guests during the ICMA annual conference.
- 6.3.4 Each organization will make meeting rooms available during each other's conferences for Board meetings, as needed, and will provide each other with a free exhibit booth at the other's annual/national conferences and up to four complimentary registrations for their respective annual/national conferences.
- 6.3.5 ICMA will provide a mechanism to facilitate for the IHN-sponsored dinner registration by attendees.
- 6.3.6 Each organization agrees to include literature promoting the other organization in conference attendee bags.

6.4 Calendar of Events

In order to promote participation in both organizations' events and to avoid scheduling conflicts, ICMA and IHN agree to coordinate prior to scheduling any national or regional events.

6.5 Joint Membership Recruitment

Both organizations will work cooperatively to eliminate barriers and encourage members to join both ICMA and IHN. A specific strategy and work plan mutually beneficial to IHN and ICMA will be developed by staff and approved by the IHN Board of Directors and ICMA Executive Board during a joint leadership meeting at a future ICMA annual or regional conference. Under the terms of this affiliation agreement:

- ICMA will continue to provide a 50% discount on first year dues to any IHN members newly joining ICMA as a full member.
- ICMA will promote membership in IHN by including IHN membership information in all new ICMA membership packets and through other mechanisms to be determined by both organizations.
- ICMA and IHN will explore joint membership opportunities with ICMA student chapters.
- ICMA will provide IHN with information on Hispanic membership in ICMA on an annual basis.
- IHN will provide ICMA with updated IHN membership lists to facilitate joint membership recruitment efforts. Staff will explore options for streamlining the renewal process for individuals who are members of both organizations.
- IHN will seek to identify and encourage eligible Hispanic local government professionals to become ICMA Affiliate members. Annual goals during the three-year agreement will be to identify five (5) new ICMA affiliate members per year.
- The work plan will be reviewed on an annual basis for effectiveness and additional implementation strategies.

6.6 ICMA Special Task Forces and Committees

- ICMA agrees to include IHN representation on special task forces and committees such as the Task Force on Strengthening Inclusiveness in the Profession and the Strategic Planning Task Force 2015-2017, and others to be named.
- ICMA agrees to include IHN representatives in developing and implementing recommendations of any special task forces or committees through identifying best practices, case studies and/or other activities as appropriate.

6.7 Leadership Career Activities

IHN will provide assistance/recommendations for potential participants in leadership and career development activities sponsored by ICMA, e.g., Leadership ICMA.

7. Nominating Process to ICMA Executive Board and IHN Board of Directors

ICMA agrees to strive for Hispanic participation on its Executive Board and on ICMA committees and IHN agrees to strive for ICMA member participation in its Board of Directors and committees.

7.1 IHN will identify an IHN member who is also an ICMA member in service to local government in each of the five ICMA regions to serve on the ICMA Regional Nominating Committees..

7.2 The ICMA Executive Board member serving as liaison to the IHN board will be an IHN member and will serve as a member of the IHN nominating committee each year.

8. IHN National/Regional Conferences / ICMA Annual Conference: Additional Mutual Support

8.1 ICMA shall assist the IHN in seeking outside financial support for the IHN national conference as stated in item 2 on page 1.

8.2 Both ICMA and IHN will receive the following benefits with respect to each other's annual /national conferences:

8.2.1 Four complimentary registrations,

8.2.2 Free exhibit space,

8.2.3 Conference program advertisement,

8.2.4 Recognition of mutual affiliate status during opening and closing ceremonies,

8.2.5 Recognition of mutual affiliate status on ICMA and IHN websites and newsletter,

8.2.6 Representation on each other's conference planning committees,

8.2.6.1.1 The privilege of presenting at least one (preferably two) educational session(s) at each other's annual/national conferences.

8.2.7 Identification of facilitators, moderators and panelists, as needed, for participation and presentations at each other's conferences.

8.2.8 Four invitations to ICMA leadership to the IHN annual dinner held during the ICMA conference; and four invitations to IHN leadership at the ICMA Leadership Dinner during the ICMA Conference.

9. IHN shall encourage its ICMA members to apply for all ICMA awards through its newsletter and through individual recruitment of Hispanic local government award applications.

10. All disputes relating to this Agreement, including the disposal of assets in the event that this Agreement is terminated, shall be resolved by a committee comprising of two officers from IHN and two officers from ICMA, plus a fifth member mutually agreed upon by the Presidents of IHN and ICMA.

11. Services included under this Agreement shall be monitored by the Executive Directors of each organization and/or their designees.

12. IHN and ICMA shall indemnify and hold each other, its officers, directors and agents harmless from all demands, claims, actions, losses, damages (including special and consequential damages, and including damages from personal injuries), costs, and expenses (including reasonable attorneys' fees) which result from a material breach of this Agreement by IHN or ICMA or from any actions of IHN or ICMA prior to date of this Agreement.

This agreement supersedes previous agreements and is effective for four years upon the signing of this document. At the end of the third year, this agreement will be reviewed by the Executive Boards of both organizations and clarified or amended as needed. This agreement shall be in effect unless terminated by the ICMA Executive Board or the IHN Board of Directors with a one (1) year written notice.

Veronica Briseno Lara
President, International Hispanic Network

Date

Jim Bennett

Date



Leaders at the Core of Better Communities



Affiliation Agreement Workplan 2018

AREA OF COLLABORATION	ACTIVITIES / COMMITMENTS	FY 2018 STATUS – Q4	FY 2019 NOTES
<p>GENERAL</p>	<ul style="list-style-type: none"> ▪ LGHN and ICMA will collaborate on identification of additional sources of financial support for LGHN. ▪ A member of the ICMA Executive Board will represent ICMA and serve as a non-voting liaison to the LGHN Executive Committee and Board of Directors. ▪ A past ICMA Executive Board member will be appointed by LGHN President to serve as a voting member of the LGHN Board of Directors ▪ LGHN and ICMA Presidents, Presidents-elect, ICMA Executive Board Liaison, and their respective Executive Directors will meet annually to discuss common goals and objectives and to coordinate mutual activities ▪ ICMA and LGHN agree to coordinate prior to scheduling any national or regional events to avoid scheduling conflicts 	<ul style="list-style-type: none"> ▪ Facilitated initial LGHN meeting with Cigna, 10/2017 ▪ Carlos Baia, DCM, Concord, NH, and Maria Hurtado, ACM, Hayward, CA, appointed ICMA Board Liaisons to LGHN, 10/2017 ▪ Pat Martel, City Manager, Daly City, CA, serves as a voting member of the LGHN board; Pat will continue in this role post retirement from Daly City ▪ LGHN/ICMA Leadership meeting scheduled at ICMA Annual Conference; 10/24/2017 ▪ Ongoing 	<ul style="list-style-type: none"> ▪ ICMA and LGHN will review prospective funders / sponsors form ICMA 's list of a strategic partners; possible letters of introduction. ▪ Seize opportunity to introduce a non-LGHN member serving on the ICMAM Executive Board to the LGHN liaison role.

AREA OF COLLABORATION	ACTIVITIES / COMMITMENTS	FY 2018 STATUS – Q4	FY 2019 NOTES
INFORMATION SHARING & COMMUNICATIONS	<ul style="list-style-type: none"> ▪ ICMA and LGHN will share membership information to promote professional development opportunities and foster communication between both organizations ▪ Each organization provides links to each other's websites ▪ ICMA sends all state officer communications to LGHN leadership ▪ Publish articles in PM Magazine submitted by LGHN on a mutually agreed upon topic once annually ▪ Publish articles submitted by LGHN in three issues of the ICMA Newsletter each year ▪ ICMA will provide LGHN one full page, full color ad and one half-page, black and white ad in PM Magazine to assist with LGHN national/regional conference promotions annually ▪ LGHN will publish three articles submitted by ICMA in its electronic newsletter annually ▪ LGHN will promote the annual ICMA conference on its website. ▪ LGHN and ICMA will explore the possibilities for joint sponsorship of one professional development Webinar during term of agreement (2015-2019) 	<ul style="list-style-type: none"> ▪ ICMA regularly promotes LGHN events and activities to ICMA leadership and all affiliates in Membership Monday ▪ LGHN promotes ICMA events and activities on their website and regular eblasts ▪ PM and ICMA Newsletter topics and submissions TBD ▪ PM Advertising not done for recent LGHN events; to be considered ▪ LGHN does not currently have an e-Newsletter ▪ 2018 ICMA conference is highlighted on LGHN website; LGHN events promoted through Membership Monday ▪ Webinar ideas TBD 	<ul style="list-style-type: none"> ▪ Move link to LGHN (and other affiliates) to a more visible location on ICMA website ▪ LGHN will review visibility for both ICMA and ICMA RC on LGHN website ▪ LGHN will identify content and authors to raise the level of discourse on inclusion and diversity. LGHN will contribute two PM articles and three ICMA Newsletter articles during FY 2019. ▪ Full page ad for October LGHN Conference in Phoenix to be submitted for PM ▪ Half page ad for next regional event will be submitted early in 2018 ▪ LGHN can send out informational e-blasts out on ICMA topics as requested. (i.e. eblast about LGHN / ICMA cooperative content on ICMA Annual Conference program in Baltimore) ▪ LGHN has a concept in development together with NFBPA for a webinar on diversity; additional information forthcoming.

AREA OF COLLABORATION	ACTIVITIES / COMMITMENTS	FY 2018 STATUS – Q4	FY 2019 NOTES
MEMBERSHIP DEVELOPMENT	<ul style="list-style-type: none"> ▪ LGHN and ICMA will mutually explore opportunities and set goals for expanding membership in both associations ▪ ICMA will provide a 50% discount on first year dues to any LGHN members newly joining ICMA as a full member ▪ ICMA will promote membership in LGHN by including LGHN membership information in all new ICMA membership packets and any other mechanisms to be determined by both organizations ▪ ICMA and LGHN will explore joint membership opportunities with ICMA student chapters ▪ ICMA will provide LGHN with information on Hispanic membership in ICMA on an annual basis ▪ LGHN will provide ICMA with updated LGHN membership lists to facilitate joint membership recruitment efforts (explore options for streamlining the renewal process for individuals who are members of both organizations) ▪ LGHN will identify and encourage eligible Hispanic local government professionals to become ICMA Affiliate members; annual goal during the four-year agreement: identify five (5) new ICMA affiliate members per year 	<ul style="list-style-type: none"> ▪ Collaborative member recruitment strategy to be designed; date TBD ▪ Ongoing discount ▪ LGHN approved free membership to any student in an ICMA Student Chapter; ongoing ▪ Data shared in Q4 FY 2018 ▪ Data shared in Q4 FY 2018 ▪ Not implemented or tracked to date 	<ul style="list-style-type: none"> ▪ List exchange and gap analysis in progress; strategy to be designed for 2019 ▪ LGHN needs to remind their members of this opportunity on a regular basis; schedule TBD ▪ Include most recent copy of 2-page LGHN Annual Report in ICMA New Member Packages. ▪ Make this part of the 2019 joint recruitment
MEMBER ENGAGEMENT	<ul style="list-style-type: none"> ▪ ICMA strives for Hispanic participation on its Executive Board and on ICMA committees ▪ LGHN promotes ICMA member participation in its Board of Directors and committees ▪ LGHN will identify members who are also 	<ul style="list-style-type: none"> ▪ Targeted outreach and communication of call for volunteers; March 2018; LGHN sent 3 email blasts re: ICMA committees ▪ Not done in 2018 	<ul style="list-style-type: none"> ▪ LGHN; NFBPA; I-NAPA will collaborate on identifying and preparing potential candidates for the ICMA Executive Board; additional work needed re: committee volunteers

AREA OF COLLABORATION	ACTIVITIES / COMMITMENTS	FY 2018 STATUS – Q4	FY 2019 NOTES
	<p>ICMA members to serve on each of the five ICMA Regional Nominating Committees annually</p> <ul style="list-style-type: none"> ▪ The ICMA Executive Board member serving as liaison to the LGHN board will serve as a member of the LGHN nominating committee each year ▪ ICMA will include LGHN representation on special task forces and committees as they are formed ▪ ICMA will include LGHN representatives in developing and implementing recommendations of any special task forces or committees as appropriate 	<ul style="list-style-type: none"> ▪ Representatives identified in all five regions for 2018 ▪ Carlos Baia / Maria Hurtado ▪ TBD as task forces are formed ▪ TBD as task forces are formed and complete their work 	<ul style="list-style-type: none"> ▪ LGHN will further emphasize importance of being at the table
LEADERSHIP DEVELOPMENT	<ul style="list-style-type: none"> ▪ LGHN will provide recommendations for participants in leadership and career development activities sponsored by ICMA (e.g. Leadership ICMA) 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ LGHN will focus on application dates and deadlines, and will promote to LGHN members
ICMA / LGHN CONFERENCE COLLABORATION	<ul style="list-style-type: none"> ▪ LGHN will designate a representative to the ICMA Annual Conference planning committee each year ▪ ICMA will provide information to LGHN members on conference scholarship opportunities ▪ ICMA will publicize any social activities planned for LGHN members and their guests during the ICMA annual conference ▪ ICMA will provide a mechanism to facilitate LGHN-sponsored dinner registration by attendees ▪ Each organization will be invited to present one, preferably two, educational sessions at each other's conferences ▪ Identify facilitators, moderators and 	<ul style="list-style-type: none"> ▪ Rolando Fernandez, LGHN President, will serve on the Nashville conference planning committee ▪ Ongoing ▪ In development for Baltimore 2018 ▪ ICMA will provide promotion; information dissemination on event and link to register ▪ Two sessions developed for 2018, co-sponsored by both LGHN and NFBPA ▪ In progress 	

AREA OF COLLABORATION	ACTIVITIES / COMMITMENTS	FY 2018 STATUS – Q4	FY 2019 NOTES
	<p>panelists, as needed, for participation and presentations at each other’s conferences</p> <ul style="list-style-type: none"> ▪ Make meeting rooms available during each other’s conferences as needed ▪ Provide the other with a free exhibit booth at annual conferences ▪ Extend up to four complimentary registrations for their respective conferences annually ▪ Provide the other with a free ad in their conference program ▪ Include literature promoting the other organization in conference attendee bags ▪ LGHN will extend four comp invitations to ICMA leadership to the LGHN annual dinner held during the ICMA conference; ICMA will extend four invitations to LGHN leadership to the ICMA Leadership Dinner during the ICMA Conference ▪ Recognize the mutual affiliate status at conference opening and closing ceremonies 	<ul style="list-style-type: none"> ▪ Upon request ▪ Coordinated annually ▪ Coordinated annually ▪ Only principle sponsors are final program advertisers ▪ Coordinated annually (mutual conference promo); ship to ICMA by September 7 ▪ Exchange of list of four invitees coordinated annually ▪ Considered for script / possible slide for each affiliate 	<ul style="list-style-type: none"> ▪ Consider for script / possible slide for each affiliate at opening session

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE INTERNATIONAL HISPANIC NETWORK (IHN)
AND
THE NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS (NFBPA)**

This Memorandum of Understanding, entered into this 17th day of October, 2015 between the National Forum for Black Public Administrators, hereinafter referred to as NFBPA and the International Hispanic Network hereinafter referred to as IHN for the mutual benefit and support of one another's organization.

Recitals

WHEREAS, the mission of the International Hispanic Network (IHN) is to promote and expand the roles of Hispanic/Latino professionals in local government, expand their numbers at the executive level, provide resources for all those serving Hispanic/Latino communities, and prepare the next generation of Hispanic/Latino public administrators; and

WHEREAS, the mission of the National Forum for Black Public Administrators (NFBPA) is to promote, strengthen and expand the roles of African Americans in all aspects of public administration, increase their numbers at the executive level, and prepare and groom the next generation of black public administrators; and

WHEREAS, IHN and NFBPA are committed to the profession of public administration and work to promote public administration expertise in performance and practice and a formal agreement between the two organizations will assist each in achieving their respective goals and objectives; and

WHEREAS, IHN and NFBPA recognize the common interest of both organizations to pursue cooperative activities that enhance the ethics, professional development and career advancement of minorities in government;

NOW, THEREFORE, IT IS RESOLVED, that with the approval of this agreement by the IHN Board of Directors and the NFBPA Board of Directors, and upon the signing of this agreement by the Presidents of each organization, IHN and NFBPA will work together according to these terms:

I. Communication and Meetings

Both organizations shall seek ways to ensure effective and regular communication between the two organizations. Attendance at each other's leadership meetings shall be one of the methods used to establish common goals and objectives and joint meetings when in the mutual interests of both organizations.

- A. IHN and NFBPA leadership shall schedule at least one annual meeting to exchange strategic plans and discuss common goals and objectives and for the purpose of coordinating mutual activities.

- B. A member of the IHN Executive Board appointed by the IHN President, in consultation with the NFBPA President, shall represent IHN and serve as a non-voting liaison to the NFBPA Board of Directors. In the capacity of liaison, the appointee will be available for consultation for all matters deemed to impact Hispanic managers and the public administration profession. The liaison may attend the NFBPA annual conference and as invited the liaison may attend the NFBPA Board of Directors meetings.
- C. A member of the NFBPA Executive Committee, appointed by the NFBPA President, in consultation with the IHN President, shall serve as a non-voting liaison to the IHN President and Board of Directors. In this capacity, the appointee will be available for consultation for all matters deemed to impact African American managers and the public administration profession. The liaison may attend the IHN annual conference and as invited the liaison may attend IHN Board of Directors meetings.

II. **Establishment of a Collaborative Agenda to Promote Inclusion**

IHN and NFBPA shall mutually agree on an annual work plan that addresses the following collaboration:

1. **Membership Information:** IHN and NFBPA shall share membership database information at no charge to promote professional development opportunities and foster communication between both organizations. Exchange of database information shall adhere to any confidential and/or privacy regulations established by each organization with its membership.
2. **Internet and Published Communications:** Each organization will provide a link to the other organization's website on their individual website. Each organization may publish at least one article annually in their respective publications (*Noticias* and *The Forum Magazine*) if such publications exist or other replacement publications. Each organization will promote regional and national events in their publications and on their respective websites.
3. **Professional and Career Development:** Both IHN and NFBPA share the objective of providing career development opportunities for minorities.
 - a. To encourage professional development for their members, IHN and NFBPA may consult each other for ideas on product and membership service development and delivery and, when appropriate, coordinate and/or subcontract with each other to research issues of mutual interest, and/or provide professional services.
 - b. IHN will promote NFBPA's Executive Leadership Institute (ELI) to IHN members. ELI is a professional development program for senior-level public servants to encourage career development and promotions to executive positions.

- c. IHN will promote NFBPA's Mentor Program to IHN members. The Mentor Program is a professional development program for entry-level public servants to increase career opportunities for the next generation of public managers.
- d. NFBPA will promote IHN's Padrinos/Madrinas Coaching Program which offers career advancement strategies, assistance with troubleshooting issues and assist in addressing local challenges in serving minority populations.
- e. IHN and NFBPA will address the development and funding of potential professional development opportunities for minorities as an ongoing priority.
- f. IHN and NFBPA will work together to pursue conversations with the leadership of universities to increase the number of minority students in undergraduate and graduate programs, and to establish coursework emphasizing local government management in their programs.

III. Collaboration with ICMA

- A. IHN and NFBPA shall work together to advance ICMA's efforts to ensure inclusion of all minorities within the ICMA organization. Particular work shall be done to secure African Americans and Hispanics in leadership positions in ICMA and inclusion in ICMA's programs and services.
- B. ICMA Board Selection Process: Each organization agrees that at least one member of IHN and/or NFBPA will serve as one of the appointed member on the ICMA regional nominating committees to ensure that, to the extent possible, IHN and NFBPA are represented on the ICMA Board of Directors.
- C. IHN and NFBPA shall encourage its members to apply for all ICMA and state association awards through their newsletters and regional chapters.
- D. ICMA Conference Activities: IHN and NFBPA will coordinate with ICMA to assure strong minority participation in the ICMA annual conference, and to develop conference sessions relevant to minority communities and minority managers.
- E. Other Regional and Conference Support: Sponsor and conduct conferences, workshops, seminars and research of mutual benefit and interest to both organizations.

IV. Conferences and Other Educational Events

- A. NFBPA and IHN will identify opportunities for joint sponsorship of conferences, workshops, seminars and research.
- B. Each organization will provide 2 registrations at regional seminars and workshops.
- C. Each organization will provide 4 registrations at national conferences.

- D. Each organization will provide exhibit space at each other's events if exhibits are permitted and opportunities for visibility at activities and events hosted by one another.
- E. At other organization's events, such as ICMA, NLC, NACO, ASPA conferences, NFBPA and IHN shall work collaboratively to support each other's presences through agreed upon ways such as co-sponsoring joint networking events, workshop and panel presentations, shared exhibit booths, and staff assistance. NFBPA and IHN will work together on the planning, organizing and marketing of such efforts and a fair and equitable financial sharing of costs.

V. **Joint Membership Recruitment**

Both organizations will work cooperatively to eliminate barriers and encourage members to join both organizations. Members who join both organizations will receive a 15% discount on the cost of the combined membership dues.

VI. **Joint Fund Development**

When both NFBPA and IHN agree that it is mutually beneficial, joint applications for grants, foundation funding or other fund development initiatives may be explored and initiated upon the agreement of both organizations.

VII. **General Provisions**

- A. All disputes relating to this Agreement, including disposal of any assets in the event that this agreement is terminated, shall be resolved by a committee comprised of two officers from each organization plus a fifth person mutually agreed upon by the Presidents of IHN and NFBPA.
- B. Services included under this agreement shall be monitored by the Executive Directors of each organization.
- C. IHN and NFBPA shall identify and hold each other, its officers, directors and agents harmless from all demands, claims, actions, losses, damages (including special and consequential damages, and including damages from personal injuries), costs, and expenses (including reasonable attorneys' fees) which result from a material breach of this agreement by IHN or NFBPA or from any actions of IHN or NFBPA prior to the date of this agreement.
- D. This agreement supersedes any previous verbal agreements and/or understandings. This agreement shall remain in effect unless terminated by the Executive Boards of either organization with 90 days' notice. Either Board may submit amendments to this agreement at any time; amendments must be approved by the Boards of both organizations. Every two years, the agreement shall be reviewed in its entirety and updated as both parties may deem appropriate.

ACCEPTANCE:

The individuals executing this Agreement on behalf of their respective party do hereby represent and warrant that he or she is duly authorized to bind its party to the terms and conditions of this

Agreement. Further both parties have read the foregoing Agreement in its entirety and voluntarily agree to each of its terms with full knowledge thereof.

Agreement and acceptance of this Memorandum of Understanding will be indicated by signing below.

National Forum for Black Public
Administrators

International Hispanic Network



Bruce T. Moore
President

Veronica Briseno Lara
President



Regina V.K. Williams-Gates
Executive Director

Karen Davis
Executive Director

MEMORANDUM OF UNDERSTANDING
BETWEEN THE LOCAL GOVERNMENT HISPANIC NETWORK (LGHN) AND
THE NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS (NACA)

This Memorandum of Understanding, entered into this ___ day of February, 2019 between the National Association of County Administrators, hereinafter referred to as NACA, and the Local Government Hispanic Network, hereinafter referred to as LGHN, for the mutual benefit and support of one another's organization.

Recitals

WHEREAS, the mission of the Local Government Hispanic Network (LGHN) is to promote and expand the roles of Hispanic/Latino professionals in local government, expand their numbers at the executive level, provide resources for all those serving Hispanic/Latino communities, and prepare the next generation of Hispanic/Latino public administrators; and

WHEREAS, the purpose of the National Association of County Administrators (NACA) is to encourage professional excellence and improve the management of county government.

WHEREAS, LGHN and NACA are committed to the profession of public administration and work to promote public administration expertise in performance and practice and a formal agreement between the two organizations will assist each in achieving their respective goals and objectives; and

WHEREAS, LGHN and NACA recognize the common interest of both organizations to pursue cooperative activities that enhance the ethics, professional development and career advancement of minorities in government;

NOW, THEREFORE, IT IS RESOLVED, that with the approval of this agreement by the LGHN Board of Directors and the NACA Board of Directors, and upon the signing of this agreement by the Presidents of each organization, LGHN and NACA will work together according to these terms:

I. Communication and Meetings:

Both organizations shall seek ways to ensure effective and regular communication between the two organizations. Attendance at each other's leadership meetings shall be one of the methods used to establish common goals and objectives and joint meetings when in the mutual interests of both organizations.

- a. LGHN and NACA leadership shall schedule at least one annual meeting to exchange strategic plans and discuss common goals and objectives and for the purpose of coordinating mutual activities.
- b. A member of each organization, LGHN and NACA, shall be appointed by their respective organizations, in consultation with the other, to represent their organization and serve as a non-voting liaison to each organization's Board of Directors. In the capacity of liaison, the appointee will be available for consultation for all matters deemed to impact LGHN's and NACA's mutual interests.

II. Establishment of a Collaborative Agenda

LGHN and NACA shall mutually agree on a biennial work plan, developed jointly by appointees of both NACA and LGHN, which addresses the following collaboration:

- a. **Membership Information:** LGHN and NACA shall share membership database information at no charge to promote professional development opportunities and foster communication between both organizations. Exchange of database information shall adhere to any confidential and/or privacy regulations established by each organization with its membership.
- b. **Internet and Published Communications:** Each organization will provide a link to the other organization's website on their individual website. Each organization may publish at least one article annually in their respective publications (Noticias and The Journal of County Administration) if such publications exist or other replacement publications. Each organization will promote regional and national events in their publications and on their respective websites. Each organization will pursue joint publication opportunities on topics of mutual interest through other organization, such as the International City/County Management Association (ICMA).
- c. **Professional and Career Development:** To encourage professional development for their members, LGHN and NACA may consult each other for ideas on product and membership service development and delivery and, when appropriate, coordinate and/or subcontract with each other to research issues of mutual interest, and/or provide professional services. Both LGHN and NACA share the objective of providing career development opportunities for minorities.
- d. NACA will promote LGHN's Padrinos/Madrinas Coaching Program which offers career advancement strategies, assistance with troubleshooting issues and assist in addressing local challenges in serving minority populations.
- e. NACA will provide LGHN members with access to the NACA County Connect which provides a platform for county professionals to receive insights and guidance from fellow county professionals and industry experts.
- f. LGHN and NACA will address the development and funding of potential professional development opportunities for minorities as an ongoing priority.
- g. LGHN and NACA will work together to pursue conversations with the leadership of universities to increase the number of minority students in undergraduate and graduate programs, and to establish coursework emphasizing local government and county management in their programs.

III. Collaboration with ICMA

LGHN and NACA shall work together to advance ICMA's efforts to ensure inclusion of all minorities within the ICMA organization. Particular work shall be done to secure Hispanic and county representation in leadership positions in ICMA and inclusion in ICMA's programs and services.

- a. **ICMA Board Selection Process:** Each organization agrees that at least one member of LGHN and/or NACA will serve as one of the appointed members on the ICMA regional

nominating committees to ensure that, to the extent possible, LGHN and NACA are represented on the ICMA Board of Directors.

- b. ICMA Conference Activities: LGHN and NACA will coordinate with each other and ICMA to assure strong minority and affiliate participation in the ICMA annual conference and conference planning process to develop conference sessions relevant to minority and county communities and managers. LGHN and NACA will work together to develop and submit joint educational session ideas for ICMA conferences and suggest and support speakers, panelists, or other participants representative of each organization at such conferences.
- c. Other Regional and Conference Support: Sponsor and conduct conferences, workshops, seminars and research of mutual benefit and interest to both organizations.

IV. Conferences and Other Educational Events

LGHN and NACA will identify opportunities for joint sponsorship of conferences, workshops, seminars and research.

At other organization's events, such as ICMA, National League of Cities, and National Association of Counties conferences, LGHN and NACA shall work collaboratively to support each other's presences through agreed upon ways such as co-sponsoring joint networking events, workshop and panel presentations, shared exhibit booths, and staff assistance. LGHN and NACA will work together on the planning, organizing and marketing of such efforts and a fair and equitable financial sharing of costs.

V. Joint Membership Recruitment

Both organizations will work cooperatively to eliminate barriers and encourage members to join both organizations. Members who join both organizations will receive a 15% discount on the cost of the combined membership dues.

VI. Joint Fund Development

When both LGHN and NACA agree that it is mutually beneficial, joint applications for grants, foundation funding or other fund development initiatives may be explored and initiated upon the agreement of both organizations.

VII. General Provisions

- a. All disputes relating to this Agreement, including disposal of any assets in the event that this agreement is terminated, shall be resolved by a committee comprised of two officers from each organization plus a fifth person mutually agreed upon by the Presidents of LGHN and NACA.
- b. Services included under this agreement shall be monitored by the Executive Director, or designee, of each organization.
- c. LGHN and NACA shall indemnify and hold each other, its officers, directors and agents harmless from all demands, claims, actions, losses, damages (including special and consequential damages, and including damages from personal injuries), costs, and expenses (including reasonable attorneys' fees) which result from a material breach of

Subject: ICMA Affiliates Discussion - Conference Sessions
Date: Wednesday, January 23, 2019 at 11:36:53 AM Pacific Standard Time
From: Karen Davis
To: tim.hemstreet@loudoun.gov, bonnie.svrcek@lynchburgva.gov, Maria Hurtado, Pamela Antil, rolando.fernandez@austintexas.gov, genesis.gavino@dallascityhall.com, Veronica.Lara@austintexas.gov, david.l.street@loudoun.gov, Ray Gonzales, Sassoon, Lori, ann.stewart@loudoun.gov, Marcia Conner, Ashley Jacobs, Ed Shikada, Patricia Martel (patriciamartel@comcast.net), Briseno, Veronica
Priority: High
Attachments: image001.jpg

I wanted to update everyone on the proposed sessions for the ICMA conference. I would like to get your input for potential panelists/moderators for each of the sessions.

- How to Be Family-Friendly in the Workplace.
 - Description: (30 minute presentation format – no more than 2 speakers) Tools and benefits of supporting parents in your organization as a way to encourage professionals/emerging leaders in local government.
- Beyond Diversity: An Inclusive Workforce for 21st Century
 - Description: (60 minute presentation format) Although progress is being made in increasing the number of women and people of color in local government leadership positions, the number of chief executives has made little progress in the past 20 to 30 years. How can emerging leaders prepare early in their career to move into top positions. This session will offer the perspective of those responsible for making hiring decisions within local government jurisdictions, and how those decisions can impact who is the pipeline to step into top positions now and in the future. The viewpoints of a local government manager, executive recruiter and elected official will be presented regarding what they see as emerging trends in management recruitment, the preferred skills/skills professionals need to acquire, talent and professional qualities they are looking for, internal and external factors affecting recruitment, and what can be done to assist women and people of color in achieving leadership positions.
- Open Mind Required: Facing the US Identity Crisis on Immigration
 - Description: Hear real stories of communities dealing with both the challenges and opportunities posed by immigration. Learn strategies you can take back to your communities for dealing with these issues...

In addition, we are also working on two sessions for the NFBPA conference in April. If you have suggestions for speakers, please let me know. The conference will be in Orlando, FL.

- **Inspiring Intentional Inclusion: Women in Government:** In order to serve our communities, we must represent our communities. Since the 1980s, the proportion of female leaders in local government positions has not changed significantly from its original 13% female representation to a disproportionate 87% male. This is only one example of the lack of diversity at the management and executive levels. Header from this panel as they discuss topics such as empowerment, the importance of gender balance leadership, and their personal experiences.
- **Achieving Your Leadership Potential :Thinking Strategically About the Next Steps in Your**

Career: A panel comprised of executive search experts and human resource professionals will provide their perspectives on skills and experiences hiring authorities are looking for in their next leader. The panelists will share information on what influenced a hiring panel decision to hire an individual. This session will be a resource for entry level and mid-managers who want to know what skills and experiences they need to develop as they plan their career and will inform upper level managers what skills and experiences to highlight when interviewing.

Karen

Karen L. Davis | Executive Director

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