**2021 Strategic Plan**

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# Background

## General

Established in 1973, the City, County, and Local Government Law (CCLGL) Section of the Florida Bar is committed to providing its members with the highest quality CLEs, networking opportunities, and resources to help them be successful, knowledgeable, and effective local government law attorneys. Information about the Section, the services it currently provides, its bylaws, and other resources, can be found on the Section’s website, [www.cclgl.org](http://www.cclgl.org).

## Strategic Plan Task Force

In 2020, the CCLGL Section’s Executive Committee initiated the process of developing a strategic plan to guide the Section’s goals for the following 1, 3, and 5 year periods, along with updated mission and vision statements. In 2021, a Strategic Plan Task Force was appointed, with the goal of adopting a Strategic Plan before the end of the 2021-2022 Section year. This strategic plan was adopted by the CCLGL Executive Council at its October 14, 2021 meeting. The Task Force member were:

1. Tammi E. Bach (tbach@fbfl.org)
2. Amanda Coffey (acoffey@pinellascounty.org)
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## Historical Mission statement

In or around 2000, the Section adopted the following mission statement, as published in the [2003 Agenda](https://www.cclgl.org/wp-content/uploads/2021/03/nov2003.pdf):

*CCLGL Mission Statement*

* *To generally serve as an organization and resource within The Florida Bar for lawyers representing local government interests and also practicing in this field on behalf of private interests.*
* *To be informed regarding the development of local government law, in Florida and nationally, and to actively participate in its formulation, both legislatively and through participation in the development of case law affecting and relating to local government.*
* *To serve as a liaison among the public, the general membership of The Florida Bar, and the Board of Governors by providing a forum for the development and exchange of ideas in matters affecting local government law.*
* *To function as a resource of information to members of The Florida Bar relating to local government law, including the publication of a newsletter, sponsorship of seminars and other continuing legal education events, and the production of publications in various forms.*

While this mission statement does highlight many of the services the Section provides, it does not adequately address the current core mission of the Section, which includes not just the provision of resources but also the professional development of its members, with a focus on inclusion and diversity. The Section’s Diversity & Inclusion Committee developed a revised mission statement, which was further revised and adopted by the Strategic Plan Task Force, to be approved by the Executive Council.

## Member Input:

Prior to drafting the Strategic Plan, the Task Force sent a survey to all 1,859 Section members in June, 2021, asking them about their priorities, goals, and objectives for the Section. A total of 159 completed surveys were received by the deadline, for a response rate of 9%. Those who responded provided thoughtful suggestions and comments, which the Strategic Plan Task Force took into consideration in preparing the plan.

Of particular note, when asked what the CCLGL Section should focus on over the next three years (with the option of selecting multiple answers), responders answered the following:

|  |  |
| --- | --- |
| **Category**  | **Percent**  |
| Establishing a database of sample ordinances, resolutions, agreements, and other documents (specify in comments below)  | 76  |
| Enhancing/expanding CLE options  | 66  |
| Reinforcing/strengthening existing resources & projects  | 35  |
| Creating opportunities for more involvement of members in Section programs and leadership  | 33  |
| Legislative advocacy/lobbying (subject to Florida Bar rules and requiring Bylaw revisions)  | 31  |
| Community outreach/recruiting new attorneys into local government practice  | 20  |
| Other  | 2  |

The complete survey results are attached as Exhibit A.

# Mission Statement:

The Strategic Plan Task Force proposed the following revised mission statement, to be adopted by the CCLGL Section’s Executive Council:

*The Florida Bar’s City, County and Local Government Law (CCLGL) Section (“Section”) is dedicated to connecting public and private local government practitioners in fellowship, continuing legal education, career opportunities, mental and physical health awareness, and diversity and inclusion initiatives. We are committed to upholding the highest standards of professionalism and integrity by providing resources to help our members represent local governmental and private clients with commitment, candor, cordiality, and creativity. We recognize that each local government practitioner has an obligation to uphold the laws of every level of government so that the core tenets of justice, democracy, and procedural propriety are observed. The Section values diversity and understands that historically marginalized groups remain underrepresented in the legal profession. It is our mission to be diverse and inclusive with a goal of ensuring the Section mirrors our society in its membership and leadership. We are committed to increasing member engagement, fostering a strong sense of community, and empowering our members to resolve legal issues with thoughtful advocacy.*

# Future-focused Vision Statement

In support of its mission statement, the Section will continue to:

* Serve as a resource within The Florida Bar for lawyers practicing in the field of local government law on behalf of local governments as well as on behalf of other public and private interests.
* Provide our members with high quality tools, programs, and resources—including seminars and other continuing legal education programs; reference materials; publications; leadership, publication, and presentation opportunities; and networking forums and events—to help them be successful, knowledgeable, and effective local government law attorneys.
* Serve as a liaison between the public, the general membership of The Florida Bar, and the Board of Governors by providing a forum for the development and exchange of ideas in matters affecting local government law.
* Develop programs to help keep Section members informed regarding the current state and development of local government law in Florida.

# Strategic Plan Priorities & Objectives

The Section should strive to accomplish the following priorities and objectives with the next 1, 3, and 5 year periods. The timelines presented below are aspirational, not directive. Projects may be completed earlier than the proposed timelines or may take longer than designated. Earlier adoption is encouraged where reasonable. Additionally, this plan is intended to be a living, evolving document, and objectives may be changed, removed, or added at the discretion of the Executive Council.

The committee, special task force, or individual proposed to be responsible for each objective is listed in brackets, in green, next to that objective. The Executive Council and Committee will take any necessary steps to advance each objective, including seeking volunteers, assigning tasks, and providing appropriate assistance.

## 1-year

* **Mission Statement**: Draft & adopt updated mission statement & vision statement [Strategic Plan Task Force / to be adopted by Executive Council]
* **Social Media presence refresh.** Update and keep active the Section CCLGL Facebook, Twitter, and LinkedIn pages, and encourage members to like, share, friend, or otherwise connect with the Section on social media. [Social Media Committee]
* **Monthly CLEs.** Develop and present monthly lunchtime CLEs on hot topics, presented by members when possible. [CLE Committee Chair / Chair-Elect]
* **Revised Sponsorship policy.** Adopt and implement a tiered sponsorship policy. [Sponsorship Committee]
* **Website Process**. Have a functioning process to keep website up to date, including regular updates to the calendar, job opportunities, committee information, Executive Council list, benefits info on the “Welcome” page, useful links, etc.; and post news and/or hot topics at least once a month. [Website Committee]
* **Expand Leadership, Networking & Service Opportunities.** Expand leadership opportunities, for more members and increased diversity. [Executive Council District Members]
	+ Consider geographically-limited networking events, hosted by Executive Council district members, or by section members in cooperation with the district member.
	+ Consider a voluntary database of “expert” section members who are willing to mentor other members, or to discuss issues, and include their areas of expertise.
	+ *2021 note: subject to potential limitations due to COVID.*
* **Survey Update.** Starting with the 2022 annual Section meeting (and annually thereafter, if determined to be appropriate), re-survey members attending the meeting about their priorities, goals, and objectives for the Section, to assist in determining whether adopted changes are having the desired impact, or if there are new priorities to consider.
* **Continuity.** Ensure continuity of currently effective programs services and communication methods. [Executive Committee and Council; applicable Committee Chairs]
	+ This includes:
		- CCLGL Website. [www.cclgl.org](https://gcc02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.cclgl.org%2F&data=04%7C01%7Cacoffey%40co.pinellas.fl.us%7C266aa318af824af75f5d08d93b41251c%7Cc32ee18fa4c746ffaf408ed605642745%7C0%7C0%7C637605973266178955%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=OaQp76WVkgwZ5Ut39TN0lVUUmfD2ss2IVEwR%2B5pHeYE%3D&reserved=0) (Must be kept up to date)
		- CLEs, conferences, and seminars
		- Networking Opportunities during in-person seminars and conferences
		- Listserv Access
		- Scholarships & Grants:
			* Law Student Awards
			* Grants
			* Diversity Fellowship Program
		- Publications & Social Media.
			* Stetson Law Review
			* The *Florida Bar Journal*
			* *The Agenda*
			* Social Media: CCLGL Facebook, Twitter, and LinkedIn pages (see refresh priority, above)
	+ Methods to ensure continuity:
		- Engaging moremember involvement in each of these areas.
		- Having committee or program chairs document the processes (see process & procedure repository, below)

## 3-years

* **Process & Procedure Repository – for Executive Council and Committee Chairs**. Establish a password-protected file sharing location [or similar] for all Section policies and Executive Council administrative procedures, for reference of future Section leadership. This should include a document or folder clearly outlining the duties and processes of each Committee. [Executive Council & Committee Chairs]
* **Document Repository – for Membership**: Explore and, if determined to be feasible and appropriate, implement a file-sharing program through which members can post or share draft documents such as sample ordinances, pleadings, contracts, etc. [Executive Committee or created Committee]
	+ Consider:
		- Determine the best platform for this. Dropbox, Google Docs, or on a PW protected page on the website, for example.
			* If hosting this online, Elyk Innovation confirmed that we can create a password-protected webpage to which administrators can upload documents, for no additional charge. For non-admin members to have the authority to upload documents would require a paid plugin or custom code. As an example, Elyk identified one plugin that allows users to upload for $70/year and they would also need to supplement that with code to fit the CCLGL website (estimated 2 hours @ $140/hour).
		- Determine what categories of documents should be included, and how they should be organized. (Pleadings [complaints, replies, motions], Contracts, Ordinances, Resolutions, Correspondence, etc.)
		- Can the ongoing posting and maintenance for this be handled by the Technology committee or do we need a separate committee to handle this specifically?
		- Policy should address issues such as:
			* ADA Accessibility;
			* Potential liability for posts – should the Section require members sign something agreeing not to post anything confidential or defamatory, etc.?
			* Disclaimers that the Section does not review, edit, or endorse any documents uploaded, and that use is at one’s own risk; and that documents can be removed and service can be discontinued at any time at the discretion of the Section, EC, or committee chair.
			* Directions for users on how to share documents, to make sure there is some degree of standardized labeling, use of folders for organization, etc.
	+ Discuss with past Section chairs such as David Miller and Mark Moriarty, who have historical knowledge of prior endeavors in this area, including the Section’s previously active library of public sector labor arbitration awards, or the Section deskbook.
* **Communication**. [Executive Council]
	+ Consider methods for increasing communication between the Executive Council and membership. Some potential options to consider:
		- Establish an assigned communication role to a member of the Executive Committee or Council (possibly Secretary) to ensure members are receiving information from the section through all available methods (publications, social media, website, listserv, Florida Bar email blasts, etc.); or, create a PIO-type role/committee.
		- Regularly send out links to hot topics/news articles on the listserv, to direct people back to the website.
		- Regularly send links to member profiles and other social media items to the listserv, to direct people to social media.
		- More active newsletter publication.
		- Monthly Section calls to discuss hot topics (including who will host).
		- Send member profiles and other items to the Florida Bar member list (which may differ from the listserv)
		- More regularly seek member input on projects/objectives.
* **Committees**. The Chair should review committees annually to determine if they remain appropriate or if new committees are required. (For example, determine if it remains appropriate to have the Social Media and Website committees under the Technology committee—they were merged in 2020—or if they should be separate based on the work done.) [Section Chair]

## 5-years

* **Legislative Plan / Lobbying**. Review options and adopt a plan for how the Section will respond to legislation or high-profile litigation related to local government law. The plan may be as simple as the Section will remain neutral, or may conclude that the Section will participate in lobbying efforts, or file amicus briefs, in certain cases. Either way, this should be carefully evaluated. [Legislative Committee]
	+ Issues to consider:
		- What are the objectives of lobbying in each instance?
		- What is the objective standard by which the Section determines when to intervene/lobby/file an amicus brief?
			* Is the legislative item at issue one that all Section members feel universally the same about (or substantially so)? If not, where is the line on when the Section would still take a position? (i.e., if 90% of members agree?)
				+ The Section membership includes attorneys who represent local governments, as well as those who practice local government law but represent private entities (i.e., developers). This must be considered in the analysis.
			* Will lobbying efforts create any potential conflicts of interest with section members, or with other sections?
		- Any plan adopted must comply with [Standing Board Policies of the Florida Bar](https://www.floridabar.org/rules/policies/), rule 9.50 (Legislative and Political Activities of Voluntary Bar Groups) et seq.
* **Social Media Sync**: Have all social media and website posts synced (via technological means or administrative processes, i.e., chairs of different committees sharing posts with one another). [Social Media Committee]
* **Involvement**: [Committee Chairs]
	+ Have at least 3 members (in addition to the chair) on each Section committee (other than nominating committee)
	+ Develop a process for rotating leadership positions on committees if there are multiple members interested in serving – maybe a succession plan within each committee?
* **Strategic plan**: Formally reevaluate and refresh strategic plan, at least once every 5 years. [Executive Council and/or newly appointed Strategic Plan Task Force]

# Implementation Plan & Accountability

* The individual or committee responsible for each of the objectives listed above should work with members of the Strategic Plan Task Force and Executive Council to obtain the resources needed to accomplish those goals. They should provide periodic reports to the Executive Council on progress toward the goals at EC meetings.
* If an individual or committee is unable to work toward the above objectives in a manner that tracks the proposed timelines for completion, the Executive Committee or Chair may appoint a new committee chair, or assign the task to a new person, as needed.
* The timelines presented above are aspirational, not directive. Projects may take longer than designated above, or may be completed earlier than the proposed timelines. Earlier adoption is encouraged where reasonable.
* This Strategic Plan may be revised periodically by the Executive Council to address changes in Section goals, available technology, or other circumstances.
* The Executive Committee will communicate advancements toward Strategic Plan goals to the Section’s membership through the website, listserv, and social media.
* The Executive Council should be sure to acknowledge and thank members who work on accomplishing Section goals.

# Exhibits

* Exhibit A: *2021 CCLGL Member Survey Results*

**ADOPTED BY THE CCLGL EXECUTIVE COUNCIL: \_\_**14 October 2021**\_\_**

**[Date]**