



CITY, COUNTY AND LOCAL
GOVERNMENT LAW SECTION
OF
THE FLORIDA BAR

2021 Strategic Plan

Contents

I. Background 1
A. General 1
B. Strategic Plan Task Force 1
C. Historical Mission statement 2
D. Member Input: 2
II. Mission Statement: 3
III. Future-focused vision statement 3
IV. Strategic Plan Priorities & Objectives 4
A. 1-year 4
B. 3-years 5
C. 5-years 6
V. Implementation Plan & Accountability 7
VI. Exhibits 7

I. **Background**

A. 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.

B. 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)
3. Dana Crosby Collier (dcollier@srvlegal.com)
4. Don Crowell (dcrowell@pinellascounty.org)
5. Isabelle Lopez (ilopez@citystaug.com)
6. Janette Smith (jms-law@live.com)
7. Pete Sweeney (psweeney@blockscarpa.com)
8. Jeannine Williams (jswillia@stpete.org)

C. Historical Mission statement

In or around 2000, the Section adopted the following mission statement, as published in the [2003 Agenda](#):

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.

D. 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.

II. **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.

III. **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.

IV. 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.

A. 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 (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 more member involvement in each of these areas.
 - Having committee or program chairs document the processes (see process & procedure repository, below)

B. 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]

C. 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](#), 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. [\[Executive Council and/or newly appointed Strategic Plan Task Force\]](#)

V. **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.

VI. **Exhibits**

- Exhibit A: *2021 CCLGL Member Survey Results*

ADOPTED BY THE CCLGL EXECUTIVE COUNCIL: 14 October 2021
[Date]

EXHIBIT A

CCLGL Strategic Plan 2021



**Results of the 2021
City, County and Local
Government Law Section
Membership Survey on
Strategic Planning**

June 2021

**Results of the 2021 City, County and Local Government Law Section
Membership Survey on Strategic Planning**

A link to an electronic survey was e-mailed to 1,859 Florida Bar City, County and Local Government Law Section members. By the June 16, 2021 cut-off date, 159 completed surveys were received for a response rate of **9%**.

In reporting the results, all percentages were rounded to the nearest whole percent (example: 34.5% equals 35%). For this reason, totals may vary from 99 to 101 percent.

1. What do you believe is the main purpose (or purposes) of the City, County and Local Government Law (CCLGL) Section of the Florida Bar? (MULTIPLE RESPONSE QUESTION – CHECK ALL THAT APPLY)

<u>Category</u>	<u>Percent</u>
Provide information, support, and resources to lawyers who represent and support local government agencies	88
Provide resources (CLEs, publications, etc.) to its membership	85
Networking and collaborative opportunities (sharing decisions, policies, solutions to common problems, etc.)	73
Provide a structure for communication on common professional issues	57
Provide information, support, and resources to lawyers who represent and support private clients in the area of local government law	42
Something else	3

1a. If “something else”, please specify:

- All of the above.
- Consider long term consequences of current local government structure under the Constitution, including relative authorities and statewide policy planning.
- Facilitating mentoring and leadership skills of younger/less experienced attorneys in this area of the practice of law.
- It's the professional link between all lawyers who practice local government law, including those who represent agencies and those who represent private clients. It shouldn't be one or the other, but all those with a common interest in our unique practice of law.
- Of course, help us keep up with legislative proposals and changes in the law. Updates on case law of interest is always helpful as well. Keep up the good work.

- On rare occasions, advocate with the Bar or the Legislature on matters in which its members share common goals.
- Provide a common portal or common clearinghouse announcing local government law positions, consulting opportunities, and the like.
- Provide guidance and support to local citizen community organizations focusing on inclusionary programs and policies to broaden the scope of citizen access; especially those broadening civic-mindedness and open dialogue.
- Provide updates on new rulings and litigation relevant to government agencies and private clients.

2. Which of the following programs, services or activities have you found to be useful? (MULTIPLE RESPONSE QUESTION – CHECK ALL THAT APPLY)

<u>Category</u>	<u>Percent</u>
CLEs (topic selection, number and format of CLEs, quality of speakers and materials, etc.)	94
Listserv	60
Florida Bar Journal articles	47
Communicating available services and resources to members	35
The Agenda Newsletter	35
Stetson Law Review Partnership	29
Networking	28
Website	19
Diversity & Inclusion	14
Law student scholarships, grants for law student clerks, and fellowship program	9
Social media postings	6
Other	2
None of the above	0

2a. If “Other”, please specify:

- I do not have access to the listserv or the Agenda Newsletter. Hopefully now I know they are out there. I will find them.
- In the past, I did not feel as if I received adequate communication about CLEs and Section meeting details, in order to attend. In my opinion, the communication has improved drastically since and I am aware of when CLEs are held, the listserv always has great topics and is a great resource, especially for young lawyers, and now we have an improved and refreshed website with valuable information.

- The listserv has been invaluable especially over this last year.
- The listserv is amazing!
- The new website is useful; not the old one!
- The webinars that timely discussed issues during the pandemic were amazing! I would like to see more webinars that address current issues for cities and counties.

3. What would you like to see the CCLGL Section focus on during the next three years? (MULTIPLE RESPONSE QUESTION – CHECK ALL THAT APPLY)

<u>Category</u>	<u>Percent</u>
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

3a. Comments/Other:

- A database of sample ordinances, resolutions and agreements would be very useful, though obviously might face disagreement on what is advisable from section members.
- A few extremists are strangling home rule. We can't leave this issue to the League and FAC. The trial lawyers seem to do a creditable job of advancing legitimate issues. Time for all of us to defend home rule.
- A recent look at the list serve would be a place to start to gauge what members need. Often times it seems to be agreements and contracts rather than ordinances.
- As common issues arise, especially new ones, sharing these resources on an online forum would be helpful. For example, when the medical marijuana issue arose, instead of emailing and sharing documents, having a centralized depository of passed ordinances and community comments.

- CCLGL can collaborate with FACA and FMMA to support legislative proposals that benefit local governments or oppose proposals that trample on home rule power. I would also support a CCLG Fellowship Program similar to RPPTL that would mentor an up and coming attorney to be more involved with CCLG and potentially work on projects/topics of interest to the group.
- Communicating resource availability. Accessibility to resources other than Listserv is difficult at best. I recall a desk book which was not easily accessible but which I'm sure took a lot of work. Technology platforms have improved. Sample documents would be a significant undertaking but would be extremely helpful for the small office or new practitioner.
- Enhancing networking opportunities.
- Great idea for database of sample ordinances, agreements, etc. government attorneys may need.
- In my discussions with young attorneys who practice local government law, the general consensus has been that it is difficult for people to attain leadership positions in Sections and Committees. Sometimes, it's a matter of seasoned attorneys needing to encourage or talk to young attorneys 1 on 1 and explain to them the benefits; sometimes, it's a matter of being transparent of how one can go about attaining a leadership positions; and other times, it's making sure the CCLGL is being transparent about opportunities that become available. I also think creating a database of sample ordinances, resolutions, agreements, and other documents will be helpful because often times, the questions I, as a young lawyer, come across is whether another attorney has worked on X. This would be a good database for house the aforementioned documents for quick reference.
- It would be great to have a database with examples of ordinances/resolutions especially for new issues that come up (for example when COVID first occurred).
- More free CLEs. Some of us that work for the government do not make as much as some in the private sector.
- More opportunities to connect with each other, especially as the world is opening up again.
- Offering subject specific CLEs at an introductory and advanced level would be great. For example, basics of Land Use and then advanced level sessions for updates and specific complex issues like eminent domain or Bert Harris. Not just as a grouped certification review course, (Which I do appreciate). Even as a certified attorney, I would love the opportunity to take standalone basics courses every few years to deep dive into areas of law that we may not practice often or just want to make sure we refresh the fundamentals.
- Promoting this practice area to law students, particularly to those students who would help diversify our field.

- Purchasing procurement documents.
- Regarding Legislative Advocacy. As another option to direct lobbying, it may be more helpful to have section members provide legal analysis of various bills to the respective city and county associations. Association of Counties and League of Cities.
- Robust tagging/searching functionality will be a must-have feature for this database.
- Sample interlocal agreements, procurement policies and procurement appeal rules and procedures.
- Sample of the best community (civic) organizations focusing on opening the law to all persons and engaging in local forums (open civil debate and planning for the future. At least 20, if not 50 years out).

4. In what areas could the CCLGL Section improve (please provide specific suggestions for how to accomplish those improvements, if possible)?

- A database of ordinances that are under consideration for adoption or amendment.
- An Illinois municipal attorneys group has a monthly call that is very helpful and productive. A moderator raises topics involving recent caselaw, ordinances, and legislation, and the floor is opened for general questions on any municipal topic. The monthly sessions are very helpful. One CLE credit is provided to online participants.
- As things open back up, setting up in person meetings again, including plenty of time for public-private panel discussions and forums.
- At the beginning of my legal career I became actively involved with The Florida Bar and have served on a committee every year since. The initial committee to which I was appointed always met at the same time/date of this section, but I came every chance I could. New faces were not welcomed with open arms back then for whatever reason. I was even asked to leave an executive committee meeting at one point, even though I was a section member. I do not see that this is still the case, but I for one do not seem to get the same “warm and fuzzies” as I see occur with other Florida Bar committees/sections and other local government organizations (e.g., FMAA, other local bar associations). It has not stopped my participation, just a constructive comment as I am interested in the growth of the section.
- CLE discounts to members for bundles or bundling. More active newsletter publication.
- Communication. I barely recall getting emails on subjects or CLEs in the past-aside from the annual conference.
- Creating greater opportunities for collaboration amongst attorneys.

- Doing a great job.
- Engaging a broader variety of lawyers on the benefits of Section involvement.
- Establishing a database of sample ordinances and leases.
- Establishing a database of sample ordinances, resolutions, agreements, and other documents.
- Establishing a mentoring program or creating a database for attorneys in local government who practice in a particular area (Labor and Employment).
- Expanding outreach and opportunities for presenters/speakers in the various regions throughout Florida. There seems to be the same rotation of speakers or the same regions represented on certain topics. All very helpful, however. Just an observation generally.
- Expanding postings on the listserv. I rarely, if ever, see any postings.
- I am not getting much communication concerning activities of the Section.
- I am unaware of the budgetary and support resources available to the Section.
- I find it difficult to get involved with no in person meetings or conferences. I'm not well known in the community, so these things are essential, but you've shut them down.
- I love the new website and my only recommendation is to continue adding more content as possible.
- I think creating a database of all the section members, broken down by office, and the areas they practice (including any major projects) would be very helpful. Often times, I am asked what other jurisdictions, similarly sized, are doing in relation to X. If I could easily go to a database on the website and look, for example, as to which attorney in another county attorney's office is assigned to (for example) procurement, I could reach out to the attorney directly. Especially, now that many offices are going to continue in a hybrid environment; this will prove to be very valuable.
- I think having our own website that is just chockablock full of items of interest to the CCLG community; and emails or texts calling out items on the website that are critical to our practice. New legislation, new precedents, etc.
- I think the Section is on the right track and should continue to improve on its foundation.
- I think you all are doing a great job and Amanda Coffey specifically is great at hosting events.

- I would like to see more practice resources available for local government law attorneys, including forms and samples. A more robust legislative advocacy program would also be incredibly useful to protect things like home rule and weigh in on legislative decisions that result in preemptions.
- It seems that common issues trend and then fade away. Sober homes and regulation is an example from the recent past. When issues are trending, it would be great to be made aware and provided with information on how others are addressing the issues.
- Locally based CLE programs.
- Making sure that section members are aware of all the offerings. I was not aware of a lot of the items listed above.
- More CLEs on the following subjects related to our field. Public Finance and Technology. Also, more resources related to setting up and running an efficient in-house practice.
- More free CLEs.
- More in-person gatherings maybe focused on limited issues. Could have both a virtual and in-person aspect, might be geographically limited. District council member could be chair of the program/gathering for example.
- More networking/resource sharing/listserv.
- More resources that are recurring and free of charge (publications, articles, etc.).
- Offering subject specific CLEs at an introductory and advanced level would be great. For example, basics of Land Use and then advanced level sessions for updates and specific complex issues like eminent domain or Bert Harris. Not just as a grouped certification review course (which I do appreciate). Even as a certified attorney, I would love the opportunity to take standalone basics courses every few years to deep dive into areas of law that we may not practice often or just want to make sure we refresh the fundamentals.
- Perhaps a member directory noting members areas of expertise and/or specific client agencies.
- Providing opportunity for attorneys to participate.
- Reach out to those who aren't necessarily in the small number of folks who sit on the executive council.
- Sample of the best community (civic) organizations focusing on opening the Law to all persons and engaging in local forums (open civil debate and planning for the future. At least 20 if not 50 years out).

- Supporting new local government lawyers through mentoring initiatives; local government law is a high-turnover practice and young lawyers need mentoring on professionalism and practice.
- The FMAA always seems to have more practical and timely topics at their annual conference compared to CCLGL. I suggest working on that since it is your signature event.
- The Section does a great job for its members. One thing that bothers me is to have private practitioners who are adverse to local governments as members of the Listserv. I would limit the Listserv to those representing local governments.
- The Section should be more vocal in supporting or opposing legislation which helps or harms local governments.
- Would like to see some programs on navigating Florida building code/fire code/FEMA.

5. If you are interested in assisting with Section projects, or being more involved in the work of the CCLGL Section, please provide your name and email address:

- 40 respondents provided their name and email address. That information is being provided separately to the leadership of the City, County and Local Government Law Section.