



# Course Catalog

Florida League of Cities University  
university@flcities.com  
(407) 367-4024

# Contents

<b>ABOUT FLORIDA LEAGUE OF CITIES UNIVERSITY</b> .....	4
<b>TYPES OF OFFERINGS</b> .....	5
<b>Weekend Institutes for Elected Municipal Officials</b> .....	5
Institute for Elected Municipal Officials (IEMO).....	5
Advanced Institute.....	5
IEMO III: The Leadership Challenge .....	5
IEMO IV: Municipal Leadership .....	5
<b>Conference Sessions/Keynotes</b> .....	5
<b>Regional Programs</b> .....	5
<b>Programs for Individual Municipalities</b> .....	5
<b>Courses Offered in the Orlando Training Center</b> .....	6
<b>Webinars</b> .....	6
<b>School for State Leaders</b> .....	6
<b>FEES FOR PROGRAMS</b> .....	6
<b>AVAILABLE COURSE OFFERINGS</b> .....	7
<b>Advocacy and Legislative Affairs</b> .....	7
Home Rule Powers in Florida .....	7
Legislative Issues Training – Before, During or After Session.....	7
Taking Your Message to Tallahassee and Washington, D.C.....	7
Understanding the Florida Legislative Process .....	7
<b>Civics and Governance</b> .....	7
10 Things Every Florida City Official Should Know.....	7
Charter Review .....	8
Cities and Counties in Florida.....	8
City and Party .....	8
Community Redevelopment Agencies: Creation and Governance.....	8
Community Redevelopment Agency Toolkit: Best Practices for Districts .....	8
Districting, Voting and Representation .....	8
Incorporating a City in Florida.....	9
Layers of Florida Government: Florida Parfait.....	9
<b>Communication</b> .....	9
Presenting to Council: Alone at the Dias.....	9
Public Speaking for the Public Servant.....	9
Social Media for Municipal Use.....	9

<b>Diversity and Inclusion</b> .....	10
The Journey to Cultural Competence .....	10
The Benefits of a Multi-Generational Workforce.....	10
Bridging Dividing Lines: Understanding that Leads to Action .....	10
<b>Ethics, Ethics Law and Sunshine</b> .....	10
Continuing Education in Ethics .....	10
Creating and Maintaining a Culture of Ethics .....	11
Ethical Decision-Making.....	11
The Ethical Leader: Rules and Tools .....	11
<b>Leadership</b> .....	11
Followership: How Leaders Attract Followers .....	11
Leadership and Emotional Needs.....	11
Leadership and Personality.....	12
Leadership Lessons from Peanuts™ .....	12
Leading Through a Controversial Issue.....	12
Public Trust and Mistrust.....	12
Turning Conflicts Around: Maximizing Moments of Leadership.....	12
<b>Working Together: Council, Staff, Community</b> .....	13
Effective Council Techniques .....	13
Inside the Minds of Elected Municipal Officials .....	13
Inside the Minds of Municipal Staff.....	13
<b>INDEX</b> .....	14

# About Florida League of Cities University

Florida's city officials are asked to wear many hats and solve a wide range of complex problems. Every city is unique, but public service is at the heart of what all municipalities do every day. FLC University is here to help with tools like educational programs, resources and best practices for the vast array of tasks and responsibilities our members face on a daily basis. With webinars/online learning, classroom workshops, continuing education in ethics and multi-day training sessions for elected officials, the FLC University is a one-stop shop for all of your municipal training needs. Please contact us at [university@flcities.com](mailto:university@flcities.com) or call (407) 367-4024.

## MEET THE TEAM



**Lynn Tipton**

FLC University Director

Lynn has been a League employee since 1991. She began at the FLC as a federal and state lobbyist and transitioned to membership relations and development in 1998. Today, Lynn is responsible for developing and delivering training, and she assists cities in charter review processes and municipal incorporations. She also develops resource materials in several subject areas for members and works on other special projects.



**Scott Paine, Ph.D.**

FLC University Director of Leadership Development & Education

For nearly 20 years, Scott has worked with the League as a columnist, blogger, facilitator and presenter. He has worked at the University of Tampa as an associate professor and at the University of South Florida. He also served as a Tampa city councilman for eight years.



**Shwanda Barnette, J.D.**

FLC University Specialist

Shwanda has been serving municipalities in some capacity for over 12 years. She received her Juris Doctor from Georgetown University in 2007. Following a judicial clerkship and adjunct teaching at Georgetown Law, Shwanda worked for five years in the District of Columbia government. She currently supports FLCU's training, procurement, administrative and programming needs.

# Types of Offerings

## **Weekend Institutes for Elected Municipal Officials**

FLC University is proud to bring you the Institute for Elected Municipal Officials series. Our team has developed multiple levels of training designed specifically for elected officials at all stages of their municipal, political career. Detailed descriptions of the four course levels are listed below.

### ***Institute for Elected Municipal Officials (IEMO)***

The first level features a three-day weekend class with 18 classroom hours covering municipal structure and function, effective council techniques, revenue and tax sources, governmental accounting and budgeting, intergovernmental relations in Florida and the four-hour ethics class for the January and June sessions. The May and October classes end with the intergovernmental class on Sunday. Networking opportunities exist with the two lunches included in the weekend. Attendees should be newly elected officials or those seeking a refresher.

### ***Advanced Institute***

This two-day class picks up where IEMO ended and covers decision-making models and media relations for elected officials, growth management and land-use, advanced financial tools, personnel and labor relations. Both days include a working lunch and networking. Attendees should be IEMO graduates or those having completed at least one full term in office.

### ***IEMO III: The Leadership Challenge***

This two-day class features personal leadership skill-building through an on-line assessment ahead of the session, and case studies during the session. Included are a reception and dinner with a keynote leadership speaker. Attendees are graduates of the Advanced Institute.

### ***IEMO IV: Municipal Leadership***

This two-day class builds upon IEMO III and allows attendees to select timely municipal challenges and to identify and direct solutions. Attendees will take an online assessment ahead of the class and then work in teams on the municipal challenges. Due to the sensitive nature of the working teams, attendees cannot be from the same city council or commission – only one per municipality. A networking reception and dinner are included. Attendees must be graduates of IEMO III.

## **Conference Sessions/Keynotes**

FLC University team members are available for municipal government association conferences and keynote sessions. Examples of topics presented include Florida Local Government Structure, Leadership, the Culture of Ethics and others. Please contact team members for topics and availability.

## **Regional Programs**

FLC University periodically offers timely daylong sessions around the state; topics and timing are set as needed. These sessions generally include a deep dive into a single issue with detailed information and subject matter experts in attendance. Networking opportunities and lunch are included. Please see the FLC University Calendar for the latest offering.

## **Programs for Individual Municipalities**

The workshops listed in the Course Catalog are available by request to bring to an individual municipality, a few municipalities together or a local/regional league of cities. Most are single-subject and the length of the class varies. Once a course is selected, please contact the team for scheduling and pricing.

## **Courses Offered in the Orlando Training Center**

Quarterly and semi-annual classes are offered in the FLC University's Orlando classroom. The University Calendar and FLC E-News Calendar will carry announcements of these offerings.

## **Webinars**

FLC University is proud of its online library of recorded webinars. Past sessions are listed by topic. Each is 60 minutes long and offers educational opportunities without travel. Upcoming offerings are both live (registration is required) and pre-recorded. Each session is available 24/7 at no cost.

## **School for State Leaders**

The Florida League of Cities seeks to help its membership win campaigns to state-level offices. We believe that the best elected officials are ones with local experience, and we hope to have more of these people in Tallahassee. The goal of the School for State Leaders is to provide future candidates with the resources to successfully execute a campaign, and WIN.

The school's content is delivered through a series of on-demand videos. Each "TED talk" style video is less than 30-minutes long. They dive into the following topics: fundraising, election laws, communication tools, social media, debate prep and public speaking. Presented by the experts, these videos can help you learn the key elements of a legislative campaign and prepare you for any roadblocks on the campaign trail.

## **Fees for Programs**

FLC University provides a wide range of training programs for our members at very reasonable costs. Please contact us at [university@flcities.com](mailto:university@flcities.com) or call (407) 367-4024 for details.

# Available Course Offerings

## > ADVOCACY AND LEGISLATIVE AFFAIRS

### **Home Rule Powers in Florida**

Instructors: Lynn Tipton

Length: 1 hour (can be expanded upon request)

Description: Municipalities in Florida have constitutionally granted Home Rule powers, which are explained in this workshop. Examples of unfunded mandates, erosion issues related to Home Rule and the preservation of Home Rule are discussed.

### **Legislative Issues Training – Before, During or After Session**

Instructor: Member of FLC Legislative Team

Length: 1-2 hours

Description: Do you want to learn more about the Florida League of Cities' legislative priority issues and other legislative issues that affect cities? This training will help municipal officials become better advocates by learning more about the issues and how to effectively communicate and educate legislators on how their decisions impact their citizens back home.

### **Taking Your Message to Tallahassee and Washington, D.C.**

Instructor: Allison Payne

Length: 1-2 hours

Description: Once you know your state and federal representatives, how do you best communicate your city's issues, concerns or wishes? This workshop will explore time-tested methods for effectively and succinctly sending that message through all possible communication methods and will also discuss external lobbying strategies (use of professional lobbyists).

### **Understanding the Florida Legislative Process**

Instructor: Member of FLC Legislative Team

Length: 1-2 hours

Description: To be an effective advocate, you have to know the structure and process of Florida's annual legislative session, the committee meeting process, the leadership roles of both the Florida House and Senate, and the calendars of each body. This workshop delivers just that, and it includes Florida League of Cities' information on making sure your city's issues are properly timed to be heard and considered.

## > CIVICS AND GOVERNANCE

### **10 Things Every Florida City Official Should Know**

Instructor: Lynn Tipton

Length: 1 hour

Description: This session will be a quick discussion of the fundamentals of municipal government and governance in the Sunshine State. It is ideal a for luncheon, dinner or "lighter" settings, when knowledge – not an intense presentation – is desired.

## **Charter Review**

Instructor: Lynn Tipton

Length: 1 hour

Description: This workshop can be used for both charter review committees and city councils ahead of appointing that committee. It includes a review of municipal charters in Florida, specific data on Florida's cities, towns and villages and key charter elements, as well as charter review best practices.

## **Cities and Counties in Florida**

Instructor: Lynn Tipton

Length: 1 hour (can be expanded upon request)

Description: General purpose local governments have unique, specific and varied roles and responsibilities in Florida. If your governmental knowledge was built in another state, this refresher course is for you. The class is also ideal if you have new staff or new officials who have not had a Florida-based civics course.

## **City and Party**

Instructor: Scott Paine

Length: 1-2 hours

Description: We like to say that "there's no Republican or Democratic way to pick up the trash." In an era of both heightened public partisanship and significant party involvement in municipal politics, this familiar adage merits some careful reflection. We'll examine party interests in municipal politics, the differences between governing at the municipal, state and national level, and ways of managing partisan sentiments (our own as well as those of others) that can preserve municipalities' reputations for meeting public expectations without partisan rancor.

## **Community Redevelopment Agencies: Creation and Governance**

Instructor: Carol Westmoreland, others

Length: 2 hours (can be expanded upon request)

Description: The process for establishing a community redevelopment agency (CRA) will vary between municipalities in chartered and non-chartered counties, so this workshop is timely for those municipalities considering such action. It covers the statutory and local steps, as well as best practices, for getting one started and setting it on the road to flourishing.

## **Community Redevelopment Agency Toolkit: Best Practices for Districts**

Instructor: Carol Westmoreland, others

Length: 1 hour (can be expanded upon request)

Description: This workshop was created to help cities with community redevelopment agencies avoid some of the most common mistakes, missteps and challenges. It is built upon best practices from successful redevelopment situations across the state over 40 years. This session can be combined with other CRA-related workshops for a half-day or full-day session.

## **Districting, Voting and Representation**

Instructor: Scott Paine

Length: 2 hours

Description: The diversity of Florida's municipal charters reflects a variety of views about the most effective way to create a representative governing body for a city, town or village. What are some of the options? What are their implications? This course is a deep dive into how we elect representatives and the difference our methods of districting and election may make in who represents us.

## **Incorporating a City in Florida**

Instructor: Lynn Tipton

Length: 1 hour (can be expanded upon request)

Description: Municipal incorporation may not occur every day, but there is an involved, detailed and multi-layered process needed for incorporation to happen. This workshop walks through the process and best practices.

## **Layers of Florida Government: Florida Parfait**

Instructor: Lynn Tipton

Length: 2-3 hours

Description: State, county, municipal and other . . . which layer of government does what? Where does each level get its authority, and how does it deliver services? This workshop is ideal for officials and staff to get to know government and governance in the Sunshine State.

## **> COMMUNICATION**

### **Presenting to Council: Alone at the Dias**

Instructor: Scott Paine

Length: 2 hours (can be expanded upon request)

Description: A necessary part of providing professional service to municipalities is the public presentation to the elected council or commission. This can be a great opportunity to engage elected leaders in the development of policy. At times, however, it can be a very intimidating experience and a tightrope walk across conflicting priorities and personalities. Learn some strategies and techniques for making the most of these opportunities and for minimizing the risks of a fall.

### **Public Speaking for the Public Servant**

Instructor: Scott Paine

Length: 2 hours (can be expanded upon request)

Description: Whether we must introduce a new initiative to the council, defend a proposal to a working group or explain how to navigate some element of the city government to a gathering of residents, municipal officials and employees frequently must engage in some form of public speaking. Public speaking often is identified as an activity people approach with considerable fear. By instruction and discussion, we'll explore some basic tenets of public speaking as public servants and develop our skills in the art of effective communication through speech.

### **Social Media for Municipal Use**

Instructor: Scott Paine, others

Length: 6-7 hours

Description: Cities and city officials across the state and the country are using social media to inform and engage residents and visitors. The opportunities various social media platforms create are numerous ... and so are the pitfalls. Municipalities need good policies and careful planning to make the best of social media and avoid the worst. This program will help your city and your officials do just that.

## > DIVERSITY AND INCLUSION

### **The Journey to Cultural Competence**

Instructors: Shwanda Barnette, Scott Paine

Length: 2 hours (can be expanded upon request)

Description: The residents that municipalities serve are diverse in a multitude of ways. It can be easy, when engaging the public or planning policy, to miss or misunderstand the differences that may affect people's experience of government and its representatives. Mistakes are inevitable; learning is essential. This highly interactive training program equips municipal staff and elected leaders for a successful journey toward cultural competence.

### **The Benefits of a Multi-Generational Workforce**

Instructors: Shwanda Barnette, Scott Paine, others

Length: 1-2 hours

Description: In today's workforce, at least four generations of workers are employed. In addition, MORE than four generations of residents interact with municipal employees daily. Is there really a difference between generations? If so, how? In this era of dividing and generalizing people based upon age, religion, race and ideology, what should we be doing to recognize real differences among employees and residents to create inclusion, rather than exclusion? This training explores what we should be doing to ensure that employees are recognizing these differences and benefiting from the positive outcomes of doing so.

### **Bridging Dividing Lines: Understanding that Leads to Action**

Instructors: Shwanda Barnette, Scott Paine

Length: 2 hours (can be expanded upon request)

Description: The rich diversity of Florida's cities is a great strength. It can also be a great challenge. When our communities divide along lines marked out by ethnicity, places of origin, religion, economic interests or other powerful forces, the task of municipal decision-making becomes especially difficult. In this session, we will gain insight into the nature of these divisions and learn some methods leaders can use to foster understanding between themselves and the public they serve.

## > ETHICS, ETHICS LAW AND SUNSHINE

### **Continuing Education in Ethics**

Instructors: Lynn Tipton, Scott Paine, others

Length: 4 hours

Description: Since 2015, state law requires all "elected municipal officers" to take four specific hours of ethics training each calendar year. If an official is elected mid-year, he or she has one year from the election date to take the course. "Elected officers" include mayors, members of councils and commissions, elected city clerks, treasurers and/or other elected offices identified in a municipality's charter.

### **Additional Information Regarding Continuing Education in Ethics**

Completion of this class is noted on Form 1, filed by elected and appointed officials each year in Florida's local governments. The Commission on Ethics checks completion and investigates any challenges related to this requirement.

The four-hour class must include:

- > two hours of Chapter 112, Florida Statutes, known as Florida's Ethics Law.
- > one hour of Chapter 119, Florida Statutes, known as the Public Records Law.
- > one hour of Chapter 286, Florida Statutes, known as the Public Meetings Law.

The League offers the four-hour class at its annual events:

- > FLC Annual Conference (each August).
- > FLC Legislative Conference (each November).
- > FLC Legislative Action Days (in Tallahassee; dates will vary upon legislative session schedule).

The course is also offered three times per year in the FLC University Orlando classroom. In addition, several of the regional municipal leagues offer this course throughout the year. A video option is also available and linked here: [youtu.be/4urPoMkEW3U](https://youtu.be/4urPoMkEW3U).

Once an official has watched the video, he or she should send an email with the link and date or dates the video was watched to the city clerk. This email becomes the permanent record of the course completion.

## **Creating and Maintaining a Culture of Ethics**

Instructor: Scott Paine

Length: 3 hours (can be expanded upon request)

Description: Effectively building and supporting a municipal workforce with the highest ethical standards requires a broad-based approach. There is more to it than having clear policies and hiring good people. Together, we'll examine the critical elements of a culture of ethics in a municipal organization and some best practices for cultivating and sustaining them.

## **Ethical Decision-Making**

Instructor: Scott Paine

Length: 2 hours (can be expanded upon request)

Description: Sometimes the ethically appropriate action in a situation is obvious. Sometimes, however, the competing values, issues and interests can make it very hard to know what one ought to do. Together, we'll develop methods for sorting through these difficult cases and making an ethically defensible decision.

## **The Ethical Leader: Rules and Tools**

Instructor: Scott Paine

Length: 1-2 hours

Description: Ethical public leadership is more than simply following the law. This seminar enhances municipal leaders' abilities to assess ethically difficult situations and to make ethically defensible choices. Beginning with some fundamental elements of ethical decision-making, the seminar draws the audience into active participation to establish the elements of a personal ethical framework and then challenges audience members to apply that framework to ethically difficult choices involving real municipal government actions.

## **> LEADERSHIP**

### **Followership: How Leaders Attract Followers**

Instructor: Scott Paine

Length: 1-2 hours

Description: One cannot be a leader, regardless of title or position, if no one will follow. Learn why followers follow and how leaders attract and retain followers for the good work they seek to do.

### **Leadership and Emotional Needs**

Instructor: Scott Paine

Length: 7 hours

Description: Leaders are human beings first. Our emotional needs influence and sometimes drive our choices. Understanding our own needs and learning to appreciate the differences in emotional needs

between people, leaders can be empowered to make choices about how to lead that meet the needs of those they lead without ignoring their own. Utilizing the Fundamental Interpersonal Relations Orientation (FIRO)™ assessment tool and real-world scenarios, this intense program is excellent for leaders and team members alike.

### **Leadership and Personality**

Instructor: Scott Paine

Length: 7 hours

Description: According to renowned psychologist Carl Jung, each of us has a particular set of preferences for how we engage the world. Understanding personality type allows leaders both to examine their own impulses and reactions and to appreciate the origins of others' behavior. Armed with such knowledge, leaders can be more insightful and effective. Utilizing the Myers-Briggs Type Indicator (MBTI)™ assessment tool and real-world scenarios, this intense program is excellent for leaders and team members alike.

### **Leadership Lessons from Peanuts™**

Instructor: Scott Paine

Length: 1-2 hours

Description: Few cartoon characters are more recognizable than Charlie Brown, Lucy, Linus, Snoopy and the rest of the kids from the imagination of Charles Schulz. And few have had a more enduring impact on our image of childhood ... and of ourselves. This entertaining session invites us to dig deeply into some leadership fundamentals through the lessons we have learned from the Peanuts™ gang.

### **Leading Through a Controversial Issue**

Instructor: Scott Paine

Length: 2 hours (can be expanded upon request)

Description: One of the greatest challenges public leaders face is providing leadership to their community in the middle of a controversy. Whether the controversy is about policy priorities, personnel or the character of the community, leading in such circumstances requires a great appreciation of the dynamics of persuasion and the realities of politics. This session provides both.

### **Public Trust and Mistrust**

Instructor: Scott Paine

Length: 1-2 hours

Description: Public opinion pollsters have been documenting a dramatic decline in public trust for more than a half century. What does that trend look like, who is affected and what can municipal officials do to build public trust and address mistrust?

### **Turning Conflicts Around: Maximizing Moments of Leadership**

Instructor: Scott Paine

Length: 3 hours

Description: We can be placed in a leadership position by election, appointment or promotion. But the actual call to lead can come at any time, under any circumstances, regardless of our formal position or power. How do we maximize these moments, turning them into good for our cities and our citizens? Join us as we learn to leverage these opportunities in a variety of different settings.

## > WORKING TOGETHER: COUNCIL, STAFF, COMMUNITY

### **Effective Council Techniques**

Instructor: Scott Paine

Length: 2 hours (can be expanded upon request)

Description: When city governments hold their public meetings, a variety of outcomes can occur. How can you make sure to hold effective meetings? This workshop offers best practices from a former council member and includes examples of what to do and what not to do.

### **Inside the Minds of Elected Municipal Officials**

Instructor: Scott Paine

Length: 2 hours

Description: Whether one is an elected official, a city employee or a citizen, it is likely we have encountered actions by elected municipal officials that puzzle, confuse or frustrate us. A city council or commission is, in fact, a rather unusual decision-making body, at least in comparison to those we encounter in other aspects of our lives. This session examines the unique backgrounds, perspectives and challenges of elected municipal officials and provides insight to guide our work with them, whatever role we play.

### **Inside the Minds of Municipal Staff**

Instructor: Scott Paine

Length: 2 hours

Description: Many elected municipal officials become key decision-makers in their cities without having a great deal of prior experience with municipal government. One consequence can be frequent misunderstandings, even antagonism, between elected municipal officials and municipal staff. This session provides perspective on the nature of municipal staff work and the dynamics of staff/official relations.

# Index

accounting .....	5	House .....	7
Advanced IEMO .....	5	IEMO .....	5
authority .....	9	IEMO III .....	5
budgeting .....	5	IEMO IV .....	5
charter .....	4, 8, 10	inclusion .....	10
charter review .....	4, 8	incorporation .....	9
charters .....	8, 10	intergovernmental relations .....	5
city councils .....	8	land-use .....	5
civics .....	7, 8	leader .....	6, 7, 9, 10, 11, 12
commission .....	5, 9, 10, 13	leadership .....	4, 5, 7, 11, 12
committee .....	7, 8	legislative .....	6, 7, 11
communicate .....	7, 8	legislators .....	7
communication .....	8, 12, 13	lobbying .....	7
community .....	13	mandates .....	7
conference .....	5, 11	media relations .....	5
conflict .....	9, 12	municipal .....	4, 5, 7, 8, 9, 10, 11, 12, 13
controversy .....	12	networking .....	5
council .....	10, 13	officials .....	4, 5, 6, 7, 8, 9, 10, 12, 13
council member .....	12, 13	partisan .....	8
counties .....	8	partisanship .....	8
CRA .....	8	party .....	8
culture .....	5, 11	personality .....	12
decision-making .....	5, 10, 11	personnel .....	12
districting .....	8	politics .....	8, 12
diversity .....	8, 10	presentation .....	7, 8
election .....	6, 8, 10, 12	public meetings .....	10, 13
employees .....	9, 10	public records .....	10
ethic .....	4, 5, 10, 11	public servant .....	9
ethical .....	11	public speaking .....	6, 9
ethics .....	4, 5, 10, 11	public trust .....	12
Chapter 112, Florida Statutes .....	10	redevelopment .....	8
Chapter 119, Florida Statutes .....	10	representative .....	8
Chapter 286, Florida Statutes .....	10	representatives .....	7, 8, 10
federal .....	7	residents .....	11
fees .....	6	Senate .....	9, 10
followers .....	11	Services .....	9
fundamentals .....	7, 12	social media .....	6, 9
general purpose local governments .....	8	staff .....	8, 9, 10, 13
governance .....	7, 8, 9	state .....	4, 5, 6, 7, 8, 9, 10
governing .....	8	Sunshine .....	7, 9
growth management .....	5	unfunded mandates .....	7
Home Rule .....	7		