



FLORIDA LIVES HERE



2014

ANNUAL REPORT



2014 ANNUAL REPORT

All About Florida

EXECUTIVE COMMITTEE



PRESIDENT
Commissioner
Grover C. Robinson, IV
Escambia County

FAC MISSION STATEMENT

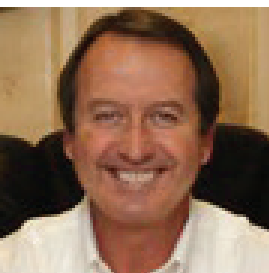
The Florida Association of Counties helps counties effectively serve and represent Floridians by strengthening and preserving county home rule through advocacy, education and collaboration.



PRESIDENT-ELECT
Commissioner Barbara Sharief
Broward County



FIRST VICE-PRESIDENT
Commissioner Kathy Bryant
Marion County



SECOND VICE-PRESIDENT
Warren J. Yeager, Jr.
Gulf County



IMMEDIATE PAST PRESIDENT
Commissioner Bryan Desloge
Leon County



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PRESIDENT'S MESSAGE

Florida lives here! Every Floridian lives in one of Florida's amazing and unique 67 counties. It is the mission of the Florida Association of Counties, and mine as its President, to continue to advocate for our counties to be empowered to create the communities demanded by their residents.

In 2010, the worst environmental disaster in US history, the Deepwater Horizon Oil Spill, unexpectedly hit my county and I have struggled to find help for my community. Honestly, while many responded in the beginning, there were few individuals and organizations prepared to really assist our community in the long term, and the only one that really offered hope and real solutions was FAC.

FAC offered the opportunity for impacted local governments to unify, communicate, prepare and advocate to both deal with the actual oil as well as the eventual clean up and restoration. We are a large organization comprised of vastly different regions that must work together for the success of the whole state.

State government, while a necessity, cannot address these issues alone. One size will not fit all in Florida. Therefore, Florida needs good local government and an organization to advocate for it and its citizens. Similarly we need to remind ourselves, our legislators and our citizens that in Florida's counties, Florida lives here – as do the opportunities and solutions for a better Florida. They reside with each of us and our individual counties and regions – not in Tallahassee.

Last year, FAC was successful in electing Bryan Desloge as 2nd Vice President of the National Association of Counties. In addition, we made multiple trips to Washington D.C. to advocate for solutions to address challenges facing Florida.

Over the next year, we have many issues before us: healthcare, finances, taxes, growth management, the environment and the economy. However if Florida is to triumph over these adversities, it will require local solutions that will differ across regions.

In addition to the challenges we face in Tallahassee and Washington in 2015, FAC will see a transition in its leadership with the retirement of current Executive Director Chris Holley. Chris has been the right leader for FAC, reuniting our membership and securing the financial future of our Association through the great recession. We will need to come together during this time, as current FAC Enterprise Director Scott Shalley transitions into the new Executive Director.

FAC needs you engaged to make a difference for both your county and our state. I don't know what your Deepwater Horizon issue may be but I am sure with your involvement that you will find this organization and its members committed to helping with the solution.

Thank you for your support of this amazing Association and I look forward to working with our friends and commissioners to preserve and strengthen home rule.

Grover C. Robinson, IV
Escambia County
FAC President



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About FAC

For 85 years, the Florida Association of Counties (FAC) has represented the diverse interests of Florida's counties, emphasizing the importance of protecting home rule – the concept that communities and their local leaders should make the decisions that impact their community.

FAC is the only association representing Florida's 67 counties – bringing together the collective experience and knowledge of 377 county commissioners and supported by thousands of county professional staff. FAC provides the cohesive platform that enables county officials and staff to speak with a unified voice on behalf of all Floridians. Through FAC, counties are better able to serve not only their communities, but the entire state of Florida.

Throughout the state, Florida's counties perform vital public services such as public safety, fire and emergency medical services, jails, parks, libraries, healthcare, growth management, economic development, and roads to name a few.

The Florida Association of Counties helps counties effectively serve and represent Floridians by strengthening and preserving county home rule through advocacy, education and collaboration.



Anna R. Doughty, CPA
Director of Finance & Administration



Administration

WHAT HAPPENED

- Increased the Florida Local Government Finance Program (FLGFP) portfolio by 25% and added first new client in over five years to the program. The FLGFP Board voted to appropriate \$50,000 for FAC to use in marketing the program, an unprecedented action.
- Accomplished a comprehensive maintenance project on the building, to include exterior and interior painting, floor refinishing and outside lighting.
- Prepared a new IT Strategic plan focusing on upgrading our membership database platform as well as creating a mobile office platform.
- Successful financial audits of FAC, the Florida Counties Foundation (FCF), Gulf Consortium and Florida Local Government Finance Commission (FLGFC). All received an unqualified opinion of financial statements managed by FAC.

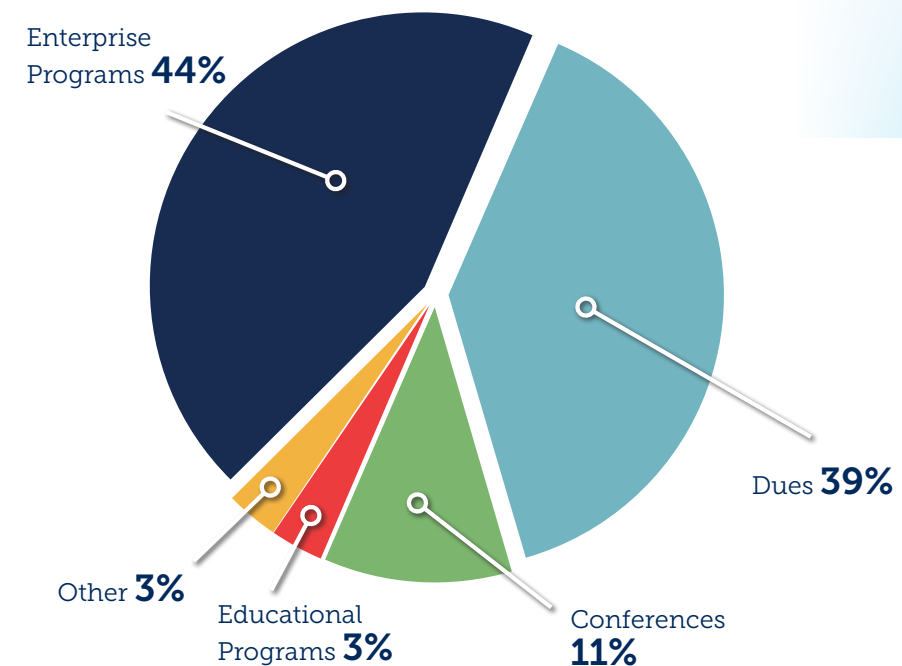
WHAT WILL HAPPEN

- Critical to any association is the behind the scenes Association Management System. This software is responsible for keeping track of everything our members participate in from conferences to meetings to education credits. During the new fiscal year, FAC will install a completely new management system allowing members to better control their participation and interaction with FAC and other county colleagues.
- FAC will more aggressively market the Florida Local Government Finance Loan Program by sending a staff person to more conferences as well as creating more materials for distribution.



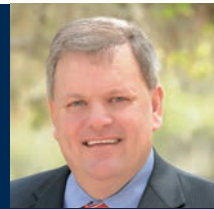
"As we make the slow turn out of the great recession, FAC has ensured that its foundation remains strong and we have the resources to grow with our economy to better serve Florida's citizens."
– Commissioner Lee Pinkoson
Alachua County

2014 FAC INCOME PERCENTAGES





Scott Shalley
Director of Enterprise Programs



Enterprise

WHAT HAPPENED

Insurance

- This year, FAC formalized its close relationship with the Florida Association of Counties Trust (FACT) and the Florida Municipal Insurance Trust (FMIT) entering into new agreements to take advantage of the expertise FAC can provide in the administration and marketing of both programs.

Corporate Partner Program

- Corporate partners aren't simply sponsors, they are companies that are committed to supporting Florida's 67 counties and advancing FAC's mission to preserve and protect home rule.
- We are pleased to welcome three new corporate partners: Collector Solutions, Locklear and Associates and Gulf Power.
- And most importantly we are proud to have our longtime partner and friend, Jones Edmunds, increase their commitment to a Platinum Partnership Level.

Affiliate Management

FAC membership is by county. Therefore, FAC is expanding its focus on facilitating key county staff affiliate programs to provide increased member benefits to Florida's 67 counties. For the past decade, FAC has focused on growing the Florida County Attorneys Association (FACA) and in the past couple of years forming a County Managers Association.

- In 2014, FAC continued our expansion of affiliates by entering into a partnership agreement to provide administrative services to the Florida Association of County Engineers and Roadway Superintendents (FACERS). The agreement will allow us to support this valuable affiliate while furthering our connectivity to key members of county staff.

Vehicle Purchasing

- FAC provided additional emphasis on promoting partnership with Florida Sheriff's Association Vehicle Purchasing Alliance leading to 41% increase in program activity and associated revenue.

WHAT WILL HAPPEN

Health Benefits Program

- While the need for accessible health care continues to challenge the budgets of Florida's counties, FAC is looking to enter into a new strategic partnership relating to health benefits for county employees. Emphasis will be on the development of a partnership that provides credible, cost-saving solutions to counties while growing the resources FAC can reinvest into its membership benefits.

Florida Local Government Finance Program

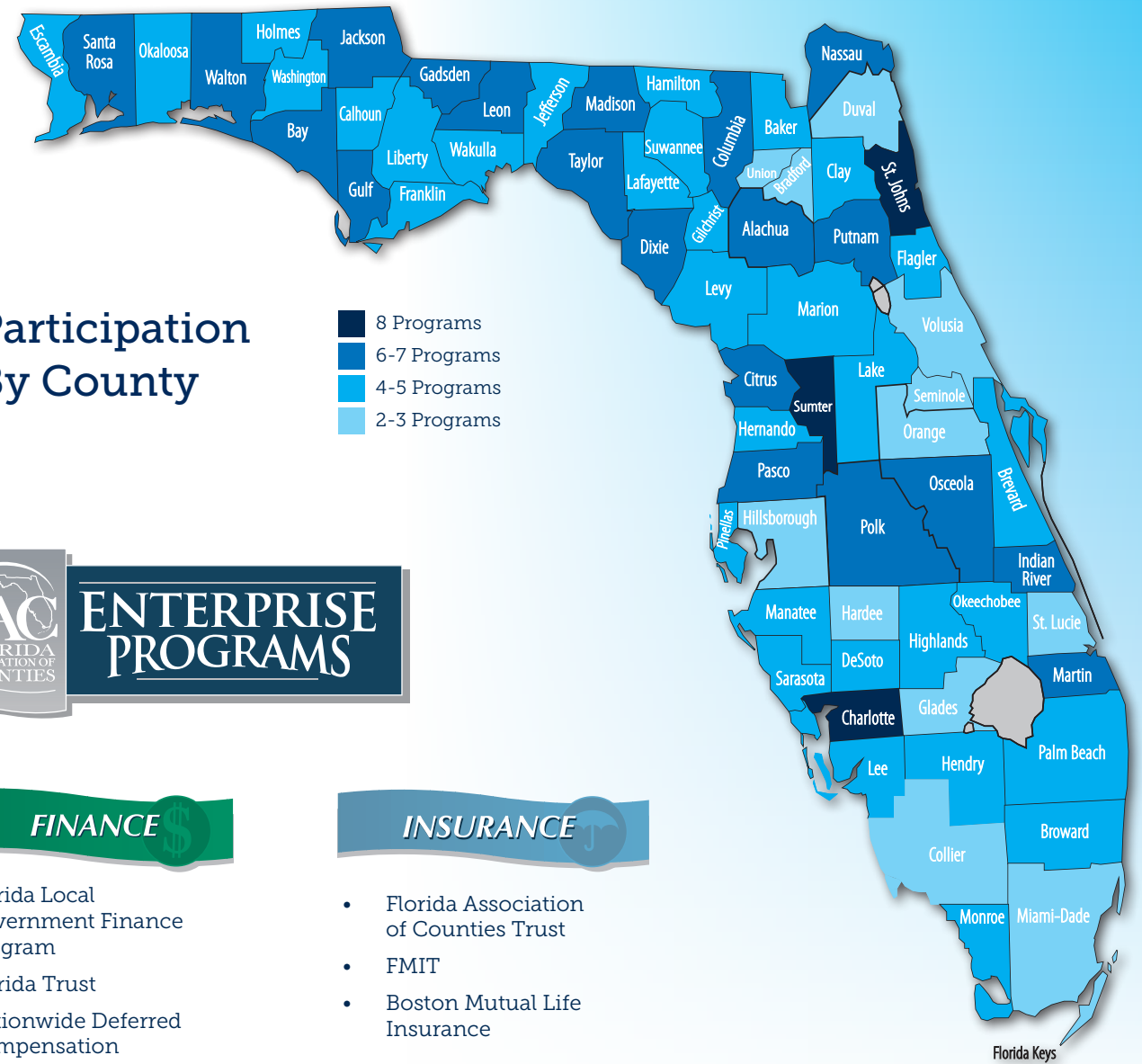
- As the economy rebounds, counties are looking once again to borrow funds to improve infrastructure and communities services. FAC offers an incredible lending program for our counties that provides low interest rates and great flexibility. FAC will launch an aggressive statewide marketing campaign designed to re-introduce Commissioners, Administrators, Finance officers and others to the benefits of borrowing through the FLGFP.

NACo/ CVS

- The CVS Prescription Discount Drug Card program continues to provide a valuable service to our communities and revenue to our counties with the most expert and accessible partner in CVS/Caremark. FAC will launch a new initiative to provide hands-on support in implementing and promoting the NACo/ CVS Prescription Discount Drug Card program. FAC staffers will provide direct support in the distribution and re-supply of program materials.

Product and Services Guide

- FAC will enter into a new strategic partnership for publication of a professional online Product and Services Guide. The Guide will provide members with access to key vendors specializing in providing goods and services to Florida's counties.



FINANCE

- Florida Local Government Finance Program
- Florida Trust
- Nationwide Deferred Compensation Program
- Government Debt Recovery

PURCHASING

- US Communities
- Vehicle Acquisition Program

COST SAVINGS

- Strategic Staffing Program
- NACo Discount Prescription Drug Card

INSURANCE

- Florida Association of Counties Trust
- FMIT
- Boston Mutual Life Insurance



Flagler County Commissioners Charlie Ericksen and George Hanns at 2014 FAC Annual Conference.



Letreze Gooding, CMP
Director of Education & Events



Education

WHAT HAPPENED

FAC's longtime education partner UF/IFAS Extension celebrated their 100th Anniversary, a century of serving Florida in 2014. UF/IFAS Extension continues to be the sole sponsor of all of FAC's education certification programs-FACTOR. This continued partnership allows FAC to improve member benefits by continuing to grow our program offerings.



Florida legislature passed ethics legislation requiring that County Commissioners and Constitutional Officers take four hours of Ethics programming each calendar year. In order to meet the needs of the membership, FAC began offering our existing program that addresses the issues in this legislation. Ethics programming is now held three times a year onsite in conjunction with FAC conferences. FAC also added an online course modeled on the same material that can be completed at our member's convenience and own pace.

Curriculum Review Committee

The Curriculum Review Committee held their biennial meeting in October to review the course offerings and curriculum for the FACTOR programs to prepare for the upcoming 2014-16 calendar of events. In addition to curriculum updates, the Committee discussed plans for implementing a County Staff Certification Program.

MEMBER BENEFIT:
Providing high quality educational opportunities for county commissioners and staff is a core part of FAC's mission.

FACTOR Programs Continue to Grow

At Annual Conference, FAC graduated 42 Certified County Commissioners (CCC) for a total of 380 CCC alumni. In addition, 13 commissioners received their Advanced County Commissioner Certification (ACC) for a total of 145 ACC alumni. FAC also graduated our first class of Torchbearers at this event. A total of 26 ACC Alumni earned enough points throughout the year by participate in various programs or FAC Leadership roles to be eligible for this new designation. Congratulations to all of the commissioners that graduated from these prestigious programs!

Expanded Ethics Programs

For the last twenty years, FAC has offered a comprehensive mandatory Ethics, Public Records and Sunshine Law Course as part of FAC's Certified County Commissioner (CCC) Program. During the 2013 Legislative Session, the



"The FACTOR programs provide a unique opportunity for commissioners to obtain an understanding of counties very different from their own. I would recommend the program to all commissioners."

— Commissioner Paulette Burdick
Palm Beach County

WHAT WILL HAPPEN

Update FACTOR Knowledge Centers

FAC currently has a library of reference materials on a variety of topics that affect local government. This library includes videos from past CCC Programs and Conference Workshops, excerpts from the Florida County Government Guide, and other reference materials. FAC plans to update the CCC program videos this year and add additional materials to make these centers more robust with content and information.

New Cycle of CCC Programs

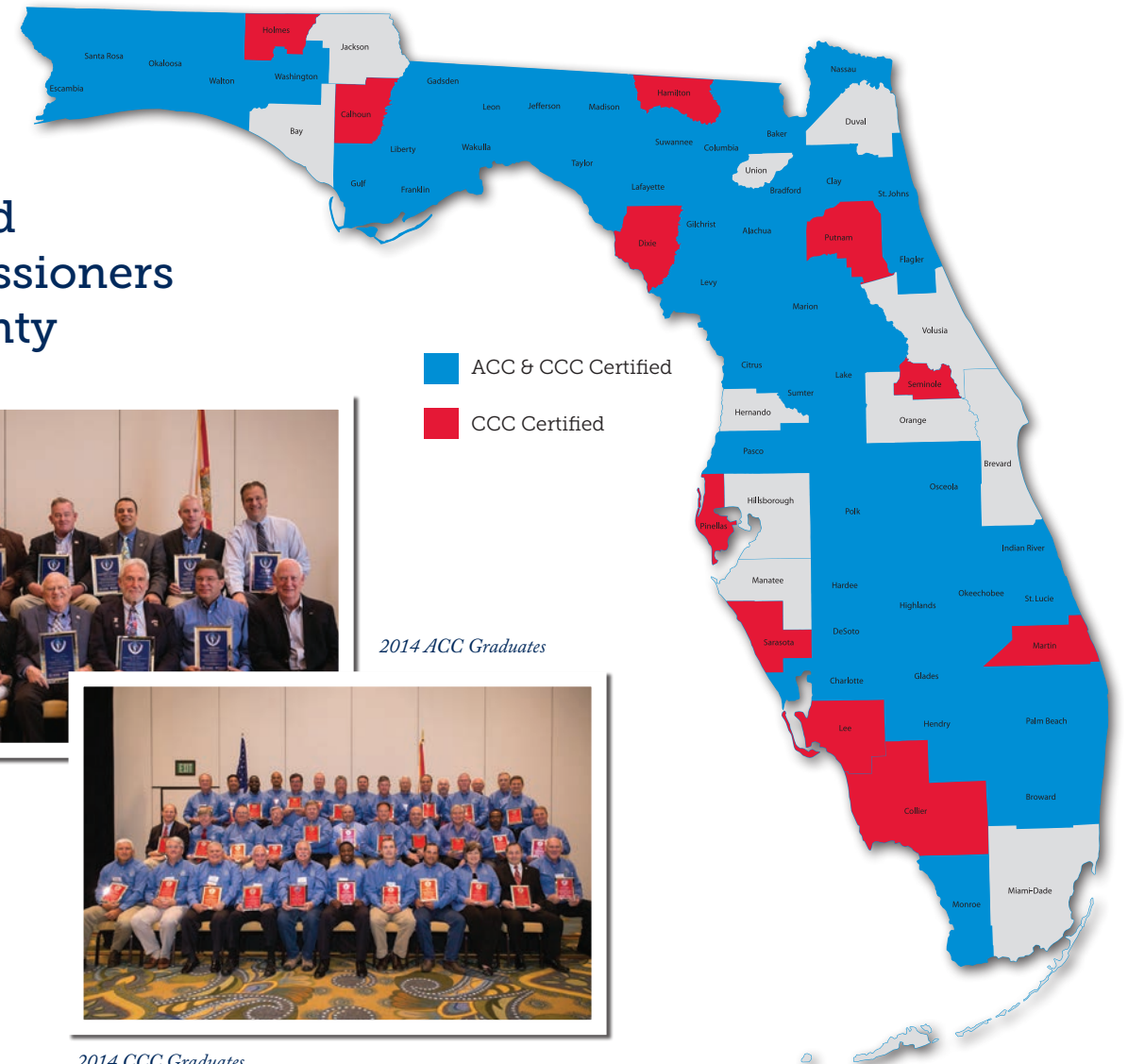
In November 2014, we will begin a new cycle of our 2014-16 CCC program; typically more than 50% of the newly elected commissioners participate in these classes. FAC continues to hold the majority of the classes in

conjunction with FAC conferences and also utilizes the UF/IFAS Extension offices around the state for regional workshops. We offer all six of the core CCC programs within one calendar year to encourage commissioners to complete their certification in their first 12 to 18 months in office.

Update the Florida County Government Guide

FAC will complete an update to the second edition of the Florida County Government Guide. This comprehensive guide on local government in Florida serves as a useful resource for both county commissioners and staff and is being used as the basis for the CCC course curriculum. This guide is reviewed and updated biennially prior to each election.

Certified Commissioners By County



2014 ACC Graduates



2014 CCC Graduates



Letreze Gooding, CMP
Director of Education & Events



Events

WHAT HAPPENED

Successful Conferences

FAC held four successful conferences with great participation from our membership. These programs included workshops on issues pertinent to our membership and featured a myriad of prominent speakers from around the state and country to educate and motivate attendees. Speakers and topics included:

- Andrew P. Corty, President & Publisher of Florida Trend Magazine on Trends around Florida
- Lucas Boyce, Director Business Development & Legislative Affairs with the Orlando Magic on Keys to Accomplishing Your Goals
- Senator Bill Nelson updated members on federal issues and the RESTORE Act
- Cragin Mosteller with the Florida Association of Counties on Crisis Communications
- Marianne Arbulu with the Florida Division of Emergency Management on Flood Mitigation
- Dr. Mary Bell with the National Association of Counties Financial Service Center on Employee Health Benefits
- Joe Robinson with Optimal Performance Strategies on Working Smarter
- Dr. Mike Spranger with the University of Florida on Community Development & Civic Engagement
- John Schultz with Tallahassee Community College on Bridging the Generational Divide
- John Dickinson with Constangy, Brooks & Smith on Managing Risk
- Panel discussion on Florida's Environmental Policies which included: Stephen James, FAC Legislative Staff Attorney; Pierce Schussler, Legislative Director for DEP; Ernie Barnett, former Executive Director for the South Florida Water Management District; and, Terri Lowry, Vice President of Client Services at Jones Edmunds and Associates
- Panel discussion on Sales Tax Usage with Leon County Commissioner Kristin Dozier; Leon County Administrator Vicent Long; Polk County Commissioner George Lindsey; Polk County Manager Jim Freeman; Seminole County Commissioner Bob Dallari; and, Seminole Acting County Manager Nichole Guillet

- Rep Kathleen Peters, Executive Director of the Florida Department of Veterans Affairs Col Mike Pendergast and Jaimie Ross with the Affordable Housing Coalition on Eliminating Homelessness
- Senator Jack Latvala regarding Juvenile Cost Share
- Department of Economic Opportunity Secretary Jesse Panuccio on Florida's economy
- Seminole Sheriff Donald F. Eslinger on Medical Marijuana
- Senator Rob Bradley on Juvenile Detention
- Director of Emergency Management Bryan Koon on the National Flood Insurance Program and,
- Senior Vice President of Strategic Partnerships for Enterprise Florida Al Latimer on community partnerships that are improving Florida's business climate.

Added Events

At the FAC Annual Conference, the Enterprise and Events Departments added a Welcome Event on Tuesday night with food, games and fun for all. A charitable component was also added to the program by including a Silent Auction in the Educational Exposition in which all of the proceeds went to the Florida Veterans Foundation.



2014 FAC Annual Conference

More County Staff Opportunities

FAC continues to focus on the membership's needs by increasing our programming for county commissioners and senior level staff, including County Attorneys, County Managers and other high level staff to ensure that their professional needs are also being addressed with special workshops at our events.

WHAT WILL HAPPEN

New Dates for the Policy Conference

FAC will be altering its conference schedule this year by moving our FAC Policy Conference, typically held in mid-September, up to the last week of August. The reason for this change is to get a jump start on FAC's legislative priority process and to try and avoid conflicting with the county budget process. We will also hold the FAC Leadership Summit in conjunction with this event.

Centralized Events and Low Conference Fees

FAC will continue to hold events in central locations. In 2015, our major events will be in Leon, St. Johns, Pinellas and Nassau Counties. FAC is also holding several of the education certification programs in conjunction with our main conferences and have instituted one-day registration rates to encourage participation while saving limited travel dollars.

Increased Technology

FAC will be providing more streamlined technology this year that will improve conference registrations and the overall attendee experience. The updated web-based membership login will allow you to more easily participate at FAC events, keep track of what committees you serve on and track your education credits. In addition to this new program, FAC continues to strive to provide Wi-Fi access at each of our meetings and to utilize the FAC App during each event to download important conference materials.



"The information that the FAC programs provide serve as an invaluable tool in helping us as County Commissioners better serve our Constituencies."

— Commissioner Warren Yeager
Gulf County

2015 UPCOMING EVENTS

March 25-27
FAC Legislative Day
Events
Leon County

November 18-20
FAC Legislative
Conference
Nassau County

June 16-18
FAC Annual Conference
St. Johns County

August 26-29
FAC Policy Conference
and Leadership Summit
Pinellas County



MEMBER BENEFIT:

Through our numerous events, FAC provides many informative and affordable education options for our members to stay updated on the issues that are important to Florida.



Many FAC commissioners serve as ambassadors to newly elected commissioners to mentor them on the unexpected challenges of elected office.



2013-14 FAC Executive Committee with guest speaker Lucas Boyce of the Orlando Magic.



2013-14 FAC President Bryan Desloge, NACo President Linda Langston, 2014-15 FAC President Grover Robinson and Department of Veterans Affairs Executive Director Mike Prendergast at the 2014 FAC Annual Conference.



Ginger Delegal
General Counsel



Legal

WHAT HAPPENED

- Led group of 23 counties to file suit against the Department of Juvenile Justice, challenging a revised version of new administrative rules governing the amount of contribution owed from the non-fiscally constrained counties on their state mandated share of the pre-disposition secure detention costs.
- Produced FAC's first ever comprehensive and credible report on Unfunded Mandates imposed on counties by the State of Florida. Work product was the result of the first law clerk hired by the Association.
- Elevated FAC's national stature on issues related to county ethics and governance by being invited by NACo to the NACo Annual Conference to give an hour long presentation on Ethics in County Government.



Escambia County Commissioner Grover Robinson being sworn in as President.

WHAT WILL HAPPEN:

- Provide professional association services to the county engineers and county managers as FAC seeks to strengthen its relationship with certain key county staff groups;
- Expand FAC's county resource capability by directly providing detailed research and analysis on all state preemptions that exist on county home rule authority; and
- Assist the Gulf Consortium in its transition from a startup phase to an actual operating stage of services and planning.



Commissioners Priscilla Taylor Palm Beach County, Janet Taylor Hendry County and Audrey Edmonson Miami-Dade County.



Commissioners Bryan Deslodge (Leon), Barbara Sharief (Broward) and Barry Holloway (Nassau).



Lisa M. Hurley
Legislative Director



Legislative

WHAT HAPPENED

State Legislative Successes

Every year, FAC advocates on behalf of our members to preserve and protect home rule – focusing on stopping legislation that would impose unfunded mandates or preempt county authority and supporting legislation that improves the services provided to Floridians.

Blocked Unfunded Mandates & Increased Funding

- Mitigated the cumulative negative impact of the comprehensive tax cut package on local revenues by reducing the projected negative impact of up to \$360M, to approximately \$10M, and in doing so, defeated efforts to reduce the sales tax on commercial leases and reduce the Communications Services Tax.
- Secured an exemption from the statutory requirement to spend 1.5 percent more per year on county funded court system obligations court, saving counties close to \$7M.

- Expanded the collection of the E911 fee to include prepaid wireless services.
- Included in the General Appropriations Act funding in the amount of \$88.5M for water projects, \$30M for springs restoration, and \$4M for citrus disease research and breeding programs.

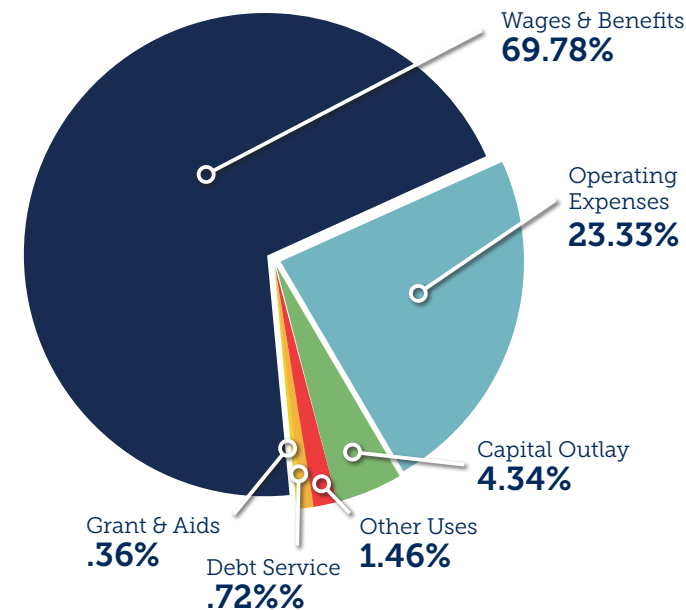
Stopped Preemptions

- Defeated what had become an onerous springs protection bill with burdensome regulatory obligations and time constraints, without adequate funding.
- Defeated efforts that would have prevented medical examiners from charging fees for services, impacting county revenues and decision-making.
- Removed language that would have preempted counties from regulating tobacco products and nicotine dispensing devices.
- Defeated a preemption that would have prevented counties from imposing additional or a more stringent code of ethics onto another political subdivision.
- Defeated an effort to prohibit counties from imposing transportation concurrency and transportation impact fees for a period of three years.
- Defeated an effort that would have preempted and superseded a county ordinance that gives a preference to local contractors in a competitive bid for construction services.
- Defeated an effort that would have preempted and superseded a county ordinance that gives a preference to local contractors in a competitive bid for construction services.
- Prevented prohibitions on local governments from using red light cameras.



Senator Jack Latvala receives Lifetime Achievement Award.

FLORIDA AVERAGE LAW ENFORCEMENT & CORRECTIONS EXPENSE DISTRIBUTION



Better Programs

- Partnered with government and community stakeholders to pass legislation that seeks to reduce juvenile detention utilization through prevention, treatment and rehabilitation services.
- Expanded the controlled substances schedule to include a ban of new formulas of synthetic drugs.
- Secured increased funding for homelessness programs.



2014 FAC Advocacy Award recipients.

Federal Legislative Successes

In its third year, FAC's federal initiative continued to succeed in efforts to increase water funding and mitigate flood insurance hikes. Over the course of the year FAC, coordinated more than 70 meetings with Congressional members and staff and held weekly conference calls with Florida Delegation Offices.

- Water - Participated in the statewide county lobbying effort to secure the passage of the 2013 Water Resources Development Act (WRDA), which authorized more than \$2 billion in water projects Florida – more than any other state.
- Flood Insurance - Coordinated the statewide lobbying effort to mitigate the impacts of the 2012 National Flood Insurance Reform Act (a.k.a., Biggert-Waters-12)

- by developing specific policy alternatives and seeking changes to reduce homeowner flood insurance rate increases.
- Coordinated with several organizations and entities to develop a consensus strategy for flood insurance reform, including NACo, Florida Division of Emergency Management, Executive Office of the Governor, Florida Association of Realtors, and Greater New Orleans Chamber.
- Provided members with analyses and comparison of over 14 flood insurance bills in the U.S. House and Senate.

WHAT WILL HAPPEN:

FAC is gearing up for another legislative session under new leadership focusing on the following member adopted priorities for the 2015 Session:

- Juvenile Justice: Support state funding for the secure detention of juveniles as upheld by Florida's courts and support counties paying actual costs on a monthly basis.
- Medicaid: Support state funding for counties that experience disproportionate growth in costs as a result of transitioning to an enrollment based billing system.
- Protecting Florida's Waters: Support sustained commitment of state resources for the development of alternative water supplies, water quality improvements and comprehensive water infrastructure needs. Support legislation that enhances regional and local financial capacity to address water supply development and water infrastructure.
- Reauthorization of Enterprise Zones: Support legislation that increases state approved enterprise zone incentives to encourage economic growth and investment in distressed areas.
- Increasing Film and Entertainment Incentives: Seek long-term funding for film, television and entertainment incentives that foster economic development and creates jobs.

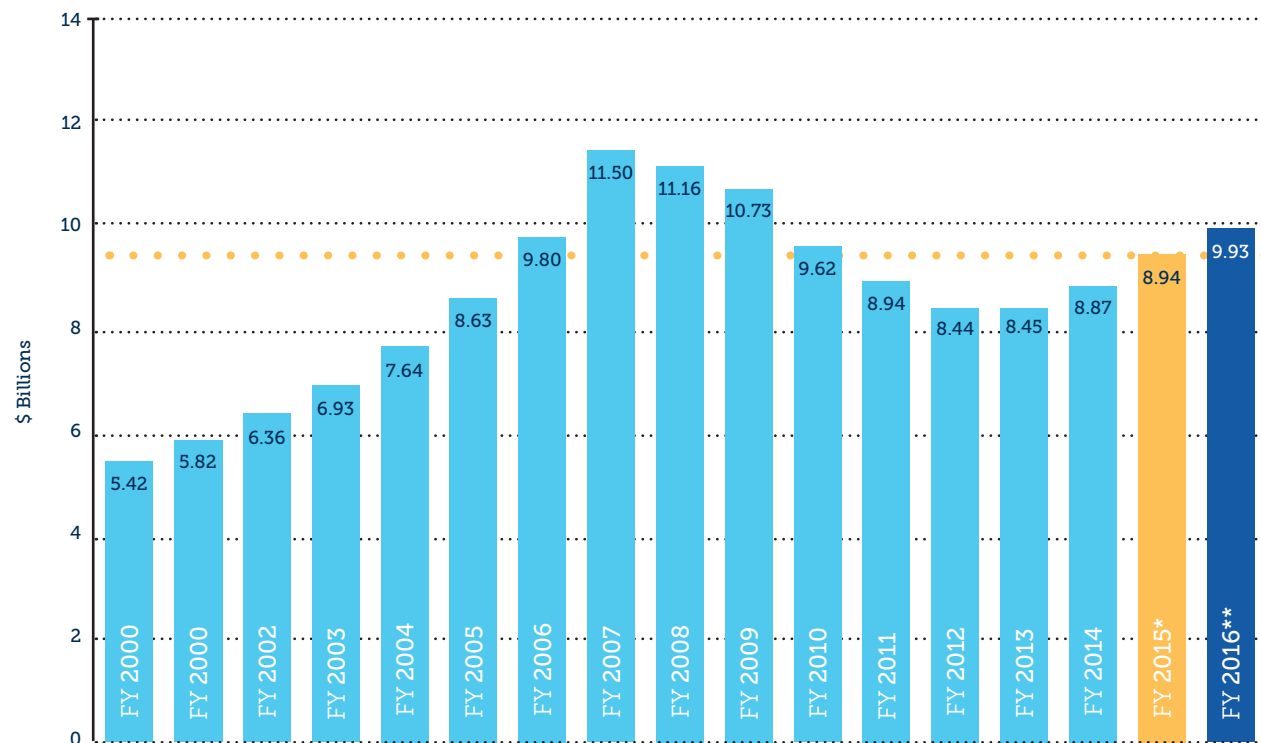
DID YOU KNOW?

- FAC researched, compiled and distributed fiscal impact analyses and data on many county topics, including:
 - Medicaid Cost- Share analyses on transition to enrollment
 - Juvenile Detention Cost - Share analyses on DJJ's Proposed Rules
 - County Law Enforcement and Corrections Expenditures for FY 2012
 - County Article V Funding for FY 2009 – FY 2013
 - 2014 Property Tax Report
 - Transportation Expenditures
- FAC conducted surveys on several issues, including:
 - County Personnel
 - Enterprise Zones
 - Red Light Cameras
 - \$65 Court Fee
 - Affordable Housing (SHIP funding)

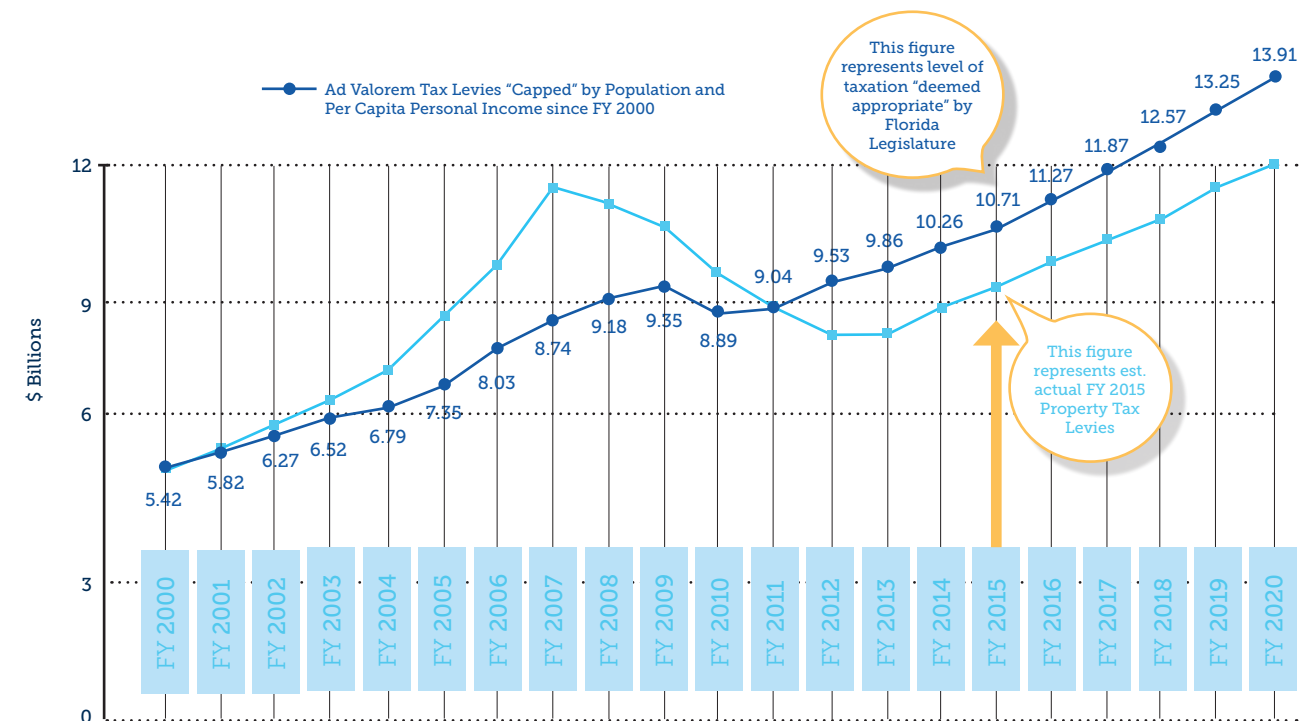
The above valuable resources can be found free of charge on FAC's website: www.fl-counties.com

County Ad Valorem Tax Levies By County Fiscal Year

* FY 2015 estimate based on 2014 DR-420's **FY 2016 Projected



County Ad Valorem Tax Levies by Fiscal Year Actual Levy vs. Capped Levy





Cragin Mosteller
Communications & Policy Advisor



Communications & Member Services

WHAT HAPPENED

- NACo - Led a coordinated effort with Leon County staff to run the election for Bryan Desloge for NACo 2nd Vice President including budgets, fundraising, campaign calls, travel schedules, volunteer schedules, and design/print campaign materials. Over the year we held weekly campaign meetings and raised funds to support President Desloge's candidacy without sacrificing corporate partners and FAC sponsorships. The campaign involved a team effort of FAC staff, Leon County, commissioners, other county staff and colleagues from across the country supporting Commissioner Desloge's candidacy.
- Strategic Plan - Spent the last year developing the next FAC Strategic Plan. The foundation of the plan was developed by receiving input from FAC staff and the FAC Board of Directors. Over the course of four months, eight regional planning meetings were held to receive additional input from FAC membership. The strategic planning committee then met and discussed the details of the plan and synergized the various comments from across the membership. The plan was adopted in November by the FAC Board of Directors and General Membership and implementation will begin in 2015.
- Ongoing Communication Success - In addition to focusing on the above special projects, our communications department continued their annual success with the publications of News Clips, News

& Notes, the 2014 Calendar, and Annual report. In addition, the website continued to grow with the transition to an updated content management system. The team also visited more 14 papers during our annual editorial board visits and earned media during our ongoing challenge regarding juvenile detention cost share.

WHAT WILL HAPPEN

- Bring attention to our members - FAC will focus on bringing well deserved attention to Florida's 67 counties and its commissioners who show every day that innovation and efficiency is implemented at home every day.
- Integrated Communications - As the Association expands its role federally we will continue to keep our members informed with the most up to date information.
- Ambassadors - Over the coming year we will assist our new commissioners with integrating into public office and the Association through our Ambassadors program.
- Implementation of the Strategic Plan - We will begin to move the Association in the direction provided by the membership through the strategic plan.



NACo President Linda Langston addresses the Board of Directors.



Senator Bill Nelson speaks at Annual Conference.

2015 FAC Calendar

Now in its 10th year of publication, the FAC Calendar is a small thank you to both our members and our corporate partners and a great way to highlight the many wonderful things about Florida's Counties! Each year, our members vote on a theme for the calendar followed by the photo contest allowing counties to submit their best pictures.

The theme for the 2015 Calendar, Sunrises & Sunsets, brought in a record number of photo submissions. With more than 500 photos submitted and 47 counties participating, and it is hands down our most popular calendar to date!

2015 Calendar Counties

Cover:	Manatee County
December 2014:	Broward County
January 2015:	Pinellas County
February 2015:	Orange County
March 2015:	Marion County
April 2015:	Leon County
May 2015:	Hillsborough County
June 2015:	Bay County
July 2015:	Monroe County
August 2015:	Escambia County
September 2015:	Martin County
October 2015:	Polk County
November 2015:	Santa Rosa County
December 2015:	St. Lucie County
Back Cover:	Gilchrist County



FAC CALENDAR FUN FACTS

- First published in 2005.
- Calendar themes have included: Landmarks, Florida Wildlife, Roads and Trails, Community Events and Festivals, and Florida Parks to name a few.
- Most Consistent Representation: Alachua County and Hillsborough County have both appeared in five separate calendars.
- Most Pictures in one Calendar: Citrus County had 5 photos in the 2010 Calendar - Florida Wildlife





Letter from the Executive Director

With the guidance of the membership we have developed the strategic plan that shapes the goals of the Association for the next five years. Increasing and diversifying our business opportunities so we can provide access to competitive products and services is a top priority for the Association.

FAC had a unique opportunity to support a campaign on a national level when Commissioner Bryan Desloge became a candidate for the National Association of Counties Executive Committee 2nd Vice President. We collaborated with Leon County Commissioners and staff to organize the ultimately victorious campaign and many of our commissioners from around the state rallied for Commissioner Desloge at NACo events throughout the country. Commissioner Desloge's place on the NACo Executive Committee is a place for all of Florida in the national arena and puts us in a great position as we continue to expand our federal presence.

This year we had unmitigated success during the legislative session. We were able to secure funding for water projects and springs restoration and had a big success in expanding collection of E 911 fees to cover pre-paid wireless phones. We stopped multiple pre-emptions and unfunded mandates and enhanced community public safety by fighting synthetic drugs. Throughout the summer, our Legislative Director Lisa Hurley has continued to fight the burdensome juvenile detention cost share billing system and we will continue to focus on creating a fair system for our counties in the upcoming year.

2014 has also been a successful year for our Enterprise programs. We gained a new Platinum Partner with FMBC and our long time partners Jones Edmunds also became a Platinum Partner this year. We've also expanded our role to provide greater support to our affiliate organizations that will be a beneficial partnership for both organizations.

We will continue to promote the cost saving services offered by our Enterprise partners and look for new services we can offer counties to save time and money. In the coming year we will look to offer new insurance and risk management options for our counties.

Our Education Programs continue to evolve to meet the needs of our Commissioners. More than 60 Commissioners graduated from the Certified County Commissioner and Advanced County Commissioner program at Annual Conference this year. We began offering more opportunities to meet the legislatively mandated ethics requirement in 2013 and to date more than 175 of the County Commissioners and Constitutional Officers have been completed their annual ethics requirements through our program.

When I was hired as the Executive Director of FAC 10 years ago, we were in a much different place then we are now. I am proud of the growth I've witnessed in my time here and have come to think of my staff and the membership as family and it will be hard to leave. However a commitment to growth and change must start at the top and I feel like it is time for some one new to take over the leadership of this organization and I look forward to ensuring a smooth transition. There are many changes in store for the association and I am confident that I am leaving you in good hands.

Sincerely,

Christopher L. Holley
Executive Director



Florida Association of Counties Staff



EXECUTIVE

Chris Holley, Executive Director
Valerie Rogers, Executive Assistant to the Executive Director

LEGISLATIVE

Lisa Hurley, Legislative Director
Eric Poole, Assistant Legislative Director
Davin Suggs, Fiscal Policy Director
Stephen James, Legislative Staff Attorney
Susan Harbin, Legislative Advocate, Health & Human Services
Orlando Garcia, Legislative Analyst
Tiffany Henderson, Senior Executive Assistant

ENTERPRISE

Scott Shalley, Director of Enterprise Programs
Latoya Washington, Enterprise & Corporate Relations Coordinator
Brittany Yazdanpanah, Enterprise Program Assistant

GENERAL COUNSEL

Ginger Delegal, General Counsel
Gail Ricks, Senior Executive Assistant

FINANCE & ADMINISTRATION

Anna Doughty, CPA, Director of Finance and Administration
Connie Osborn, Fiscal Coordinator
Sue Hopkins, Accounting Assistant
Robert Swandol, IT Manager
Christine Childs, Database and IT Infrastructure Coordinator
Teresa Martin, Office Manager
Barbara Bundy, Receptionist

COMMUNICATIONS

Cragin Mosteller, Communications Director & Policy Advisor
Tracy Kusmierz, Communications Coordinator

EDUCATION & EVENTS

Letreze Gooding, CMP, Director of Education & Events
Kelli Williams, Events Manager
Becky Berentsen, Education Coordinator



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