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2015
**ANNUAL
REPORT**



2015 ANNUAL REPORT

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FAC EXECUTIVE COMMITTEE



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Commissioner
Barbara Sharief
Broward County



PRESIDENT-ELECT
Commissioner
Kathy Bryant
Marion County



FIRST VICE PRESIDENT
Commissioner
Christopher G. Constance, M.D.
Charlotte County



SECOND VICE PRESIDENT
Commissioner
Karson Turner
Hendry County



IMMEDIATE PAST PRESIDENT
Commissioner
Grover C. Robinson, IV
Escambia County

TABLE OF CONTENTS

ABOUT FAC.....	4	COMMUNICATIONS.....	18
LEGISLATIVE.....	5	ADMINISTRATION.....	21
EDUCATION.....	8	LETTER FROM THE EXECUTIVE DIRECTOR.....	22
EVENTS.....	11	FAC STAFF.....	23
ENTERPRISE PROGRAMS.....	13		
LEGAL.....	16		

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



BARBARA SHARIEF
PRESIDENT
BROWARD

KATHY BRYANT
PRESIDENT-ELECT
MARION

**CHRISTOPHER G.
CONSTANCE, M.D.**
FIRST VICE PRESIDENT
CHARLOTTE

KARSON TURNER
SECOND VICE PRESIDENT
HENDRY

GROVER C. ROBINSON, IV
IMMEDIATE PAST PRESIDENT
ESCAMBLA

R. SCOTT SHALLEY
EXECUTIVE DIRECTOR

PRESIDENT'S MESSAGE

"Diversity Brings Us Together," is the theme for FAC this year because Florida, in all of her glory, is one of the most diverse states in the nation. We are made up of many different cultures and ethnicities, places and ideals that make us a prime destination for industry, tourism and migration. It is these differences that make us stronger.

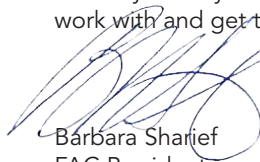
As county commissioners we come from all walks of life, economic backgrounds and party affiliations and this diversity makes our boards stronger and better able to represent our constituents at home. As an organization of counties with the same broad background and experience we are able to better represent counties in our state Legislature and Congress.

Over the next year, we have many issues before us: healthcare, environment, economy, finances, taxes, and protecting our counties from unfunded mandates and cost shifts. If we are to triumph over these issues we must remember that we are a much more effective and powerful voice when we stand united.

As many of you know Tallahassee isn't the only place we are needed. We must continue to bring Florida's issues into the spotlight in Washington D.C. Issues such as the Waters of the United States, Highway Trust Fund and National Flood Insurance Reform affect our infrastructure, our natural resources and even whether or not our citizens can afford to live in their homes. We can't let distance separate us from our priorities on Capitol Hill.

FAC needs each of you to be engaged to make a difference for both your county and our state. Our economy is slowly starting to recover but our citizens and our communities still need help to grow. Together we have the knowledge and experience needed to protect our counties from bad policy and find innovative solutions to the challenges we face.

Thank you for your support of the Association and I appreciate the opportunity to work with and get to know so many of you.



Barbara Sharief
FAC President
Broward County



ABOUT FAC



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For more than 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 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.

2016 FAC Calendar Cover Photo Winner:
Broward County – Sunrise at Fort Lauderdale Beach.
Photo credit: Fred Johnson



Lisa M. Hurley
Legislative Director



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LEGISLATIVE

WHAT HAPPENED

State Legislative Successes

Every year, FAC advocates on behalf of our members to preserve and strengthen home rule – focusing on stopping legislation that would impose unfunded mandates or preempt county authority and supporting legislation that improves the ability of local government to provide services to all Floridians. The 2015 Legislative Session was cut short when the House unexpectedly went home three days early over a disagreement on Medicaid expansion, leaving hundreds of bills left to die on the calendar. Regardless, FAC was able to accomplish the following:

- Limited the cumulative negative impact of the \$250M comprehensive tax cut package on local revenues by reducing the projected negative impact of recurring dollars to only \$2 million statewide and the one time impact to just \$12.5 million by **holding counties harmless** from the reduction in communication sales tax and defeating efforts to reduce the sales tax on commercial leases.
- Partnered with law enforcement and community stakeholders to pass legislation that **expands the juvenile civil citation program** by allowing citations for 2nd and 3rd offenses helping to reduce juvenile detention utilization through prevention, treatment and rehabilitation services.
- Achieved **increased funding** for homelessness programs.
- Defeated efforts that would have mandated local governments pay for the costs of moving private utility equipment for non-transportation related projects.
- Stopped efforts to preempt local governments from regulating transportation network companies like Uber and Lyft.
- Defeated legislation that sought to change the composition of Value Adjustment Boards by removing local elected officials.
- Prevented an effort to limit reimbursement for emergency medical services, including EMS/ambulance transport services, for non-participating providers.
- Expanded the controlled substances schedule to ban new formulas of synthetic drugs.
- Partnered with community stakeholders to establish a voluntary certification program for recovery residences (“sober homes”) within the Department of Children and Families.
- Defeated efforts to allow a third party to independently levy special assessments on tax bills for energy savings programs without the agreement of local government.
- Mitigated the impacts of legislation that would have preempted local contractor preference ordinances.



Federal Legislative Successes

In its third year, FAC's federal program continued to succeed in efforts to coordinate the counties' statewide lobbying efforts. FAC staff met with Florida Congressional members and staff in Washington, D.C. to advocate on behalf of all these matters. FAC's federal program, contains the following issues:

- Opposing the EPA's overly expansive rules (WOTUS) giving the federal government jurisdiction over local bodies of water.
- Seeking reauthorization of a long term funding solution to ensure solvency of the Federal Highway Trust Fund.
- Limiting FEMA's authority to deobligate previously awarded disaster funds from local governments.
- Recommending legislative changes to ensure counties are more directly involved in oil spill response issues.
- Continuing to coordinate 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.



Commissioners Bryan Desloge, Priscilla Taylor and Sally Heyman in Washington D.C.

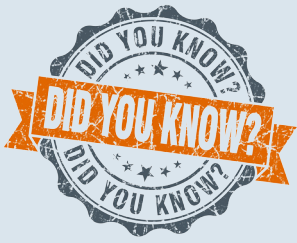


Commissioners meet with Senator Bill Nelson in Washington D.C.

WHAT IS AHEAD

FAC is gearing up for the 2016 Legislative Session which starts in January focusing on the following member adopted priorities:

- **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.
- **Preserving Environmental Resources:** Support implementation of Amendment 1 with a balanced distribution of funds throughout the state that results in the protection and improvement of threatened environmental resources, particularly with regard to beach renourishment.
- **Economic Development:** Support legislation and appropriation that enhances the efficiency and effectiveness of the state and local government partnership in economic development through the greater use of targeted strategies and strategic investments to induce and retain sustainable economic growth.
- **Tax Reform:** Support measures that simplify administration and provide an economic boost to Florida's taxpayers while at the same time minimizing the collective and cumulative negative impact on local revenues.
- **Behavioral Health:** Support increased funding and coordination of programs and services to persons with behavioral health issues in order to improve their overall health and quality of life thereby reducing the burden on our jails, courts and emergency rooms.
- **Utility Relocation:** Oppose efforts to shift any additional costs to counties when a private utility must move its equipment from a county owned right of way for non-transportation related projects.



FAC staff researched, compiled and distributed fiscal impact analyses and data on many important county topics, including:


- FY 2014-2015 Property Tax Report
- FY 2013 County Revenue and Expenditures
- FY 2013 Transportation Expenditures
- FY 2013 Fire Control and EMS Data
- FY 2013 Law Enforcement and Corrections Data
- FY 2015 County Administrator Survey
- FY 2014 Best Practices in County Budgeting
- FY 2010-2014 Historical Data County Art. V Expenditures

Where does the money go?

PUBLIC SAFETY + GENERAL GOVERNMENT SERVICES =

49%



Public
Safety
29.79%


General Government
19.08%


Transportation
13.21%


Non-Operating
Expenses
13.55%


Culture/
Recreation
3.45%


Physical
Environment
10.04%


Human Services
3.93%


Court-Related
2.98%


Economic
Environment
2.98%



Letreze Gooding, CMP
Director of Education & Events



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EDUCATION

WHAT HAPPENED

For the last decade, FAC has had a strong partnership with the University of Florida/IFAS Extension program. UF/IFAS Extension continues to be the sole sponsor of all of FAC's education certification programs which focus on educating county leaders--FACTOR. This partnership allows FAC to enhance member benefits by growing and improving upon our education program offerings.

50% of New Commissioners Participating

In November 2014, FAC began a new cycle of our 2014-16 CCC program; more than 50% of the newly elected commissioners are participating in these education courses. FAC continues to hold the majority of the programs in conjunction with FAC conferences and also utilizes the UF/IFAS Extension offices around the state for regional workshops to make our programs as convenient as possible for the membership. FAC also offers 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. To date, 393 commissioners have earned the Certified County Commissioners designation.



Large Advanced County Commissioner Class

During 2014-15, FAC held the ninth ACC program and had the second largest class since the program's inception. On the day that the application process opened, the program was in such high demand that the class was completely full within 20 minutes. In June, 26 Commissioners graduated from ACC for a total of 166 Advanced County Commissioners that have completed this program.

Torchbearers Continues to Grow

Continued education is a priority for FAC. Once a commissioner has graduated from the ACC program, they can join the Torchbearer Program. In 2013 the Torchbearers program was launched. This is an annual program that runs from June to May. The Torchbearer program encourages ACC Alumni to stay active within the Association and continue their education by serving in leadership positions, participating in the ACC Alumni program, and attending FAC's conferences and educational programs. Thirty Commissioners received recognition as a Torchbearer at the 2015 Annual Conference. In addition, FAC provides scholarships for ACC graduates to participate in leadership programs including the NACo County Leadership Institute and Leadership Florida.

Update FACTOR Knowledge Centers

FAC regularly updates its library of reference materials on a variety of topics that affect local government. This library includes videos of CCC Programs and Conference Workshops, excerpts from the Florida County Government Guide, and other reference materials. FAC continues to add information to these centers to make them more robust.

WHAT WILL HAPPEN

New Technology used to Track Education Certifications

FAC has updated their membership database system. This new technology will allow commissioners to have access and the ability to track their progress in the FACTOR education certification programs on-line from individual portals.



Commissioner Anthony Viegese and Florida Department of Transportation Secretary Jim Boxhold.



Full workshop at FAC Annual Conference.

Expanded Ethics Programs

In 2016, FAC is working with the Florida Commission on Ethics to add additional regional workshops around the state utilizing several of the local UF/IFAS Extension offices.

For the last twenty years, FAC has offered a comprehensive mandatory Ethics Course as part of FAC's Certified County Commissioner (CCC) Program. During the 2013 Legislative Session, the 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 our membership, in 2014, FAC began offering three onsite Ethics, Public Records and Sunshine Law courses in conjunction with our conferences as well as an online course that can be completed anytime.

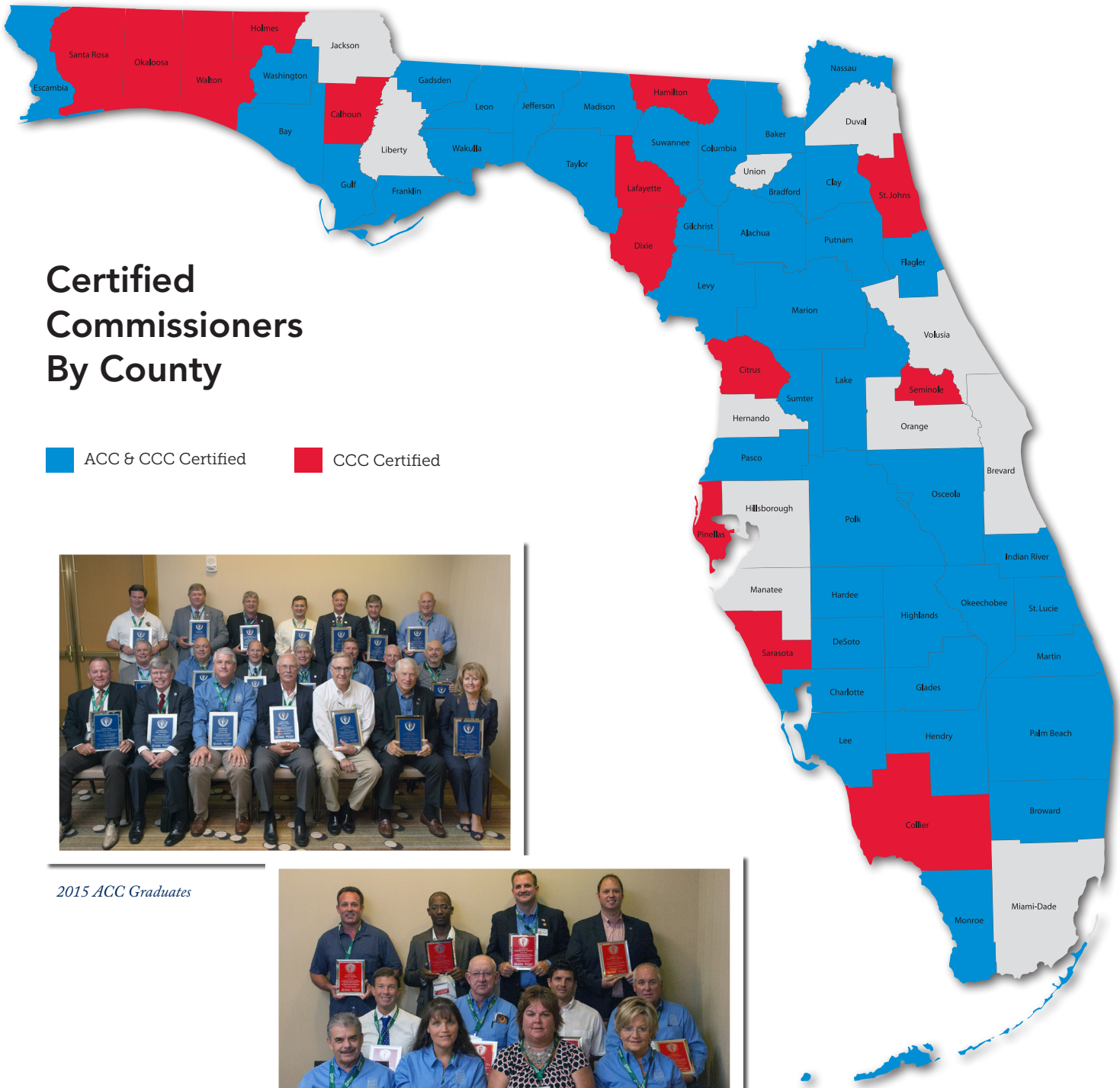
Update to the Florida County Government Guide

This year, FAC will do a complete review and update of the Florida County Government Guide. This will be the third edition of this comprehensive guide on local government in Florida which serves as a useful resource for both county commissioners and staff. This guide also serves as the curriculum for the CCC courses.

Curriculum Review Committee

The Curriculum Review Committee will hold a biennial meeting in the summer of 2016. The Committee is made up of the Florida Counties Foundation (FCF) and other members that have been engaged in the education programs. The purpose of this committee is to review all of the course offerings and curriculum for the FACTOR programs to prepare for the upcoming 2016-18 calendar of events.





Certified Commissioners By County

ACC & CCC Certified CCC Certified



2015 ACC Graduates



2015 CCC Graduates



Letreze Gooding, CMP
Director of Education & Events



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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:

HERB THIELE, County Attorney in Leon County spoke on the Honest Services Act.

VIRLINDIA DOSS, Executive Director of the State of Florida Commission spoke on Ethics on the current Ethics Laws.

PAT GLEASON, Special Counsel for Open Government in the Attorney General's Office spoke on Government in the Sunshine.

SENATOR JACK LATVALA discussed his forecast for the 2015 Legislative Session.

SECRETARY JIM BOXOLD, Florida Department of Transportation discussed the big transportation issues for 2015.

National keynote speaker **CHEF JEFF HENDERSON** spoke to the Annual Conference theme of Diversity.

National keynote speaker **AVISH PARASHAR** spoke on improvising, adapting and innovating in an ever changing world.

DR. NICK PLACE, the Dean and Director of University of Florida/IFAS Extension on the continuation of the UF/IFAS partnership with FAC and gave an overview on the key issues UF/IFAS is focused on.

JOHN SCHULTZ with Tallahassee Community College presented two different topics, Beyond the Podium, Effective Communications for Public Officials and on Keep Your Eye on the Prize.

JOHN STREITMATTER the Director at the Leadership Institute, presented on both Organizational and Servant Leadership.

DR. MICHAEL GUTTER, Associate Dean for Extension, State Program Leader for 4-H, Families and Communities at University of Florida /IFAS Extension spoke on addressing poverty issues in your county.



*Commissioner Barbara
Sharief being sworn in as
FAC President.*

Panel discussion spotlighting new initiatives in Florida's Counties included **COMMISSIONER BRYAN DESLOGE**, Leon; **COMMISSIONER MELISSA MCKINLAY**, Palm Beach; **COMMISSIONER GEORGE LINDSAY**, Polk; and, **SUSAN MYERS**, Director of Community Support Services, Alachua.

Panel discussion on relationship between the Sheriff, Commissioners and County Managers included **COMMISSIONER RONALD WILLIAMS**, Columbia; **SHERIFF MARK HUNTER**, Columbia; **COUNTY ADMINISTRATOR DALES WILLIAMS**, Columbia; **COMMISSIONER RACHEL BENNETT**, St. Johns; **SHERIFF DAVID SHOAR**, St. Johns; and, **COUNTY ADMINISTRATOR MICHAEL WANCHICK**, St. Johns.

Florida's Chief Financial Officer, **JEFF ATWATER** spoke on the importance of public service.

KAREN RUSHING, Sarasota Clerk of Courts spoke on Clerk Funding Challenges/County Clerk Partnerships.

DICK BATCHELOR, Co-chair of the Consumers for Smart Solar spoke on the Solar Ballot Initiative.

STEPHEN SMITH, Executive Director for the Southern Alliance for Clean Energy spoke on the Solar Ballot Initiative.

SHERIFF BOB GUALTIERI spoke on Safe Harbor, the Pinellas County Homeless Initiative.

STEVE VANCORE, President of VancoreJones Communications discussed the Independent Voters: Who they are and what do they want?

New Schedule for the Policy Conference and Leadership Summit

FAC altered its conference schedule this year by moving the FAC Policy Conference, up to the last week of August. The reason for this change was to get a jump start on FAC's legislative priority process and to avoid interfering with the county budget process. The FAC Leadership Summit was also held in conjunction with this event, reducing Commissioner travel and costs.



Need a caption here – can this even go here? I guess it's a conference right?

Increased Technology

FAC provided new, more streamlined technology this year that improved registering for conferences and the overall attendee experience. The updated web-based membership login allows users to more easily participate at FAC events, manage their membership participation within the Association and track education credits. In addition to this new program, FAC has provided Wi-Fi access at its meetings and encourages attendees to utilize the FAC App to download conference materials.



To download the FAC App, go to:

(iPhone) <https://itunes.apple.com/us/app/florida-association-counties/id577262617?mt=8> or

(Android) https://play.google.com/store/apps/details?id=com.app_fac1.layout

WHAT WILL HAPPEN

Program Enhancements

Programming for FAC Conferences will be revamped to increase the benefits and opportunities for our members. Workshops will focus on deeper exploration of legislative policies, sharing innovative solutions to county obstacles and strengthening leadership skills for commissioners and executive staff.

More County Staff Opportunities

FAC continues to focus on the membership's needs by increasing our programming for county commissioners and senior level staff. FAC manages affiliate organizations for county attorneys, county managers and county engineers to ensure quality programming for continuing education and training.

FAC Calendar of Events 2016

Date(s)	Event	County
February 2 - 5	Legislative Day Events	Leon County
June 28 – July 1	Annual Conference & Educational Exposition	Orange County
September 14-16	Policy Conference	Martin County
November 30 – December 2	Legislative Conference	Orange County



Kriss Vallese
Director of Enterprise Programs



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ENTERPRISE PROGRAMS

WHAT HAPPENED

More Counties Benefit from Enterprise Programs

FAC Enterprise Partner companies continued to provide value to Florida's counties as eight new partnerships were secured in 2015. Services procured included everything from retirement solutions to health clinics to insurance coverage.

Highlights for the year include:



UNION and DESOTO COUNTIES signed agreements with the FLORIDA ASSOCIATION OF COUNTIES TRUST (FACT) for their general and auto liability coverage.



PASCO COUNTY selected HEALTHSTAT to operate a state-of-the-art health clinic for county employees. The clinic opened in New Port Richey and has received rave reviews from county employees. The county looks to achieve increased productivity and a healthier workforce through the provision of this important benefit.



POLK COUNTY conducted a very successful enrollment for voluntary guaranteed life insurance for employees through BOSTON MUTUAL'S Employee Life Option (ELO) program.

During enrollment more than 670 employees purchased coverage through the program.



MARTIN COUNTY contracted with SOURCE 2 to handle hiring for positions that are difficult to fill.



POLK COUNTY conducted a comprehensive RFP process and selected the NACo/CVS Prescription Discount Card program to offer savings to underinsured and uninsured county residents.

Learn more about how FAC's Enterprise Program partners can help meet the needs of your county. Visit our Enterprise Programs online at www.fl-counties.com/enterprise.

FAC Welcomes New Corporate Partners

FAC welcomed two new Corporate Partners in 2015 and one who returned following a brief hiatus.

- Bryant Miller & Olive (BMO) – A longtime supporter of FAC, BMO represents governments in legal matters relating to public finance, state and local government law, complex transactions, project finance, and litigation.
- Library Systems and Services (LSSI) -- Helping local governments provide library services for more than 30 years.
- Waste Management – FAC also welcomed back long-time supporter Waste Management.

**Bryant
Miller
Olive**



The Corporate Partner program enables FAC to provide high-quality member programs and services while reducing reliance on membership dues. FAC enjoyed support from more than 20 Corporate Partners in 2015. Learn more about FAC's Corporate Partners [HERE](#).

FAC Launches Buyer's Guide for Counties

Launched in September, the new FAC Buyer's Guide lists products and services available to Florida counties through a searchable online database. Counties may search by vendor, product or service, and/or location. The guide is free for members and offers a fast and easy way to find products and services designed to meet county needs. The Buyer's Guide can be found at www.flcountiesbuyersguide.com.

WHAT WILL HAPPEN

More Savings Coming with Prescription Discount Card

The NACo Prescription Discount Card will offer participating counties even greater savings with the addition of health and dental discounts. In addition to savings on prescriptions, county employees and residents will receive discounts on vision procedures, hearing aids and screenings, prepaid lab work, and diabetes supplies, all at no cost to NACo member counties. FAC will be coordinating with NACo to generate awareness about these exciting new options. To learn more now, visit [NACo Live Healthy U.S. Counties](#).

The logo for "Live Healthy U.S. Counties" features a green cross icon to the left of the text "Live Healthy U.S. Counties" in a black, sans-serif font.

Two more ways to save:	
Low-fee Dental Discounts <ul style="list-style-type: none">• Save 15% to 50% at over 110,000 providers nationwide• Low-fee program provides discounts on check-ups, cleanings, fillings, crowns, x-rays, root canals and more	Low-fee Health Discounts <ul style="list-style-type: none">• Save 15% to 75% at a national network of providers• Low-fee program provides discounts on vision services, hearing aids and screenings, diabetes supplies, prepaid lab work and more

Delivering Better Health Options for Counties

Interest among counties continues to grow when it comes to providing quality, affordable health care options for employees. FAC and its newest Enterprise Partner -- Healthstat -- will be stepping up efforts in 2016 to generate greater awareness among non-participating counties about the many health options this program offers. For more than 14 years, Healthstat has helped organizations reduce healthcare costs and improve employee well-being with on-site health centers and workplace wellness programs. Learn more at www.healthstatinc.com.



Increase County Participation

As part of FAC's strategic plan to reduce reliance on member dues, the Enterprise Program team will be working to increase county participation in FAC's programs. County participation in the programs helps support the advocacy, education and networking efforts of the association. Look for a new marketing campaign that will strive to better inform members about all of the programs and services offered through Enterprise Programs.

8 Programs
6-7 Programs
4-5 Programs
2-3 Programs



Nationwide®
is on your side

SINCE 2001



WASTE MANAGEMENT
SINCE 2002

Nabors
Giblin &
Nickerson P.A.
ATTORNEYS AT LAW
SINCE 2002



SINCE 2004



SINCE 2004



Ginger Delegal
General Counsel & Deputy Executive Director



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LEGAL

WHAT HAPPENED

Affiliate Management

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

- In 2015, the Florida Association of County Managers (FACM) was officially launched. FAC will provide association management and support services by way of contract. This opportunity allows FAC to help cultivate the profession of county management in the state and increase benefits to counties through continuing education and shared best practices among county executives.



- Also in 2015, FAC led the membership drive for the Florida Association of County Engineers and Road Superintendents (FACERS), yielding approximately 130 members, provided financial services assistance to FACERS, and planned and led a goal setting workshop for the FACERS Board of Directors.
- In 2015, FAC continued to actively coordinate the Consortium's day to day affairs, culminating in the submission and approval of the planning State Expenditure Plan to the Restoration Council, as required under the RESTORE Act. FAC also led the development of the Consortium's planning grant application, and managed the hiring of an independent auditor and permanent general counsel through competitive procurements.



FACM Workshop at Legislative Conference.

Legal Activity

- Researched and drafted, in house, a “friend of the court” brief on behalf of Indian River County in the Florida Supreme Court on the critical issue of the continued dignity, validity and strength of county electric utility franchises that are granted by counties around the state, to electric utility providers, allowing them to use public rights of way to operate their businesses.
- Researched and drafted the first comprehensive and authoritative report on County Statutory Preemptions imposed on counties by the State of Florida. This work product was the result of the law clerk hired by the Association for the spring academic semester.



FACA Board of Directors Meet at Legislative Conference.

Researched, drafted, and presented new research to the American Bar Association in Philadelphia, PA, on the challenges that small agencies face in competitively procurement processes.

County Outreach

- Led a county commission workshop in Baker County on the relationship between the BoCC and the constitutional officers, primarily the Sheriff.
- Led one and participated in a second hour and a half workshops for the county commission in Pasco County on the charter form of county government in Florida.



FACA Workshop.

WHAT WILL HAPPEN

- Propose a work plan for the Association’s preparation and participation in the 2017-18 Constitutional Revision Commission work. This commission has the potential to propose wide-sweeping governmental reform to the voters on the 2018 general election ballot, including reform in the relationship between the state and local governments.
- Continue to actively support the Legislative Division’s efforts to find a legislative solution to the decades-long juvenile justice pre-disposition secured detention cost shift billing relationship between the non-fiscally constrained counties and the Department of Juvenile Justice.
- Pursue opportunities to increase the level of service for county staff and commissioners through research, educational outreach, and affiliate organization management.



Cragin Mosteller
Communications Director & Policy Advisor



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REPORT



COMMUNICATIONS

WHAT HAPPENED

Media Outreach During Legislative Session

FAC launched media outreach to advance our legislative efforts. As a result FAC was mentioned in or influenced more than 70 stories across the state.



In addition, President Robinson submitted an opinion piece that was published in the: Tampa Tribune, Pensacola News Journal & Palm Beach Post.

Revamping Communications

Throughout the year FAC has been looking for opportunities enhance the information sent to our members. FAC began by publishing a weekly legislative update during session and then added more feature articles to our bi-weekly newsletter. FAC also provided timely issue specific updates on state and federal issues as well as promoted FAC's new Research & Data program.

WHAT WILL HAPPEN

Launch a New fl-counties.com

FAC has contracted with Consensus Communications for a total redesign of the FAC website. The FAC website is the most visible public face of our organization and it is our goal to design a site that focuses on Florida's 67 counties, including best practices, advocacy, education, research and services.

FAC Editorial Board Visits

Editorial Board visits began in October of 2015 due to the change of session from March to January. With the conclusion of Policy Conference, the legislative priorities identified were used to produce our editorial board packet. FAC will visit approximately 15 papers during October, November, December and January.

Press Outreach

Throughout the years FAC has diligently met with local newspaper reporters statewide to help educate them on the issues facing counties each session. This year we have spent additional time with the papers local government reporters to build stronger relationships.

Enhanced Communications

The process began last year as FAC refreshed the look and content for our bi-weekly newsletter, produced a weekly legislative newsletter during session and provided issue specific communications regarding budget, research and data. In the coming year we will spotlight county best practices and leaders as well as highlight county programs from around the nation.



Commissioners Bryan Desloge and Barbara Sharief and Marty Cassini at the Presidents Reception.



Senator Jack Latvala and Commissioner Melissa McKinlay



Commissioner Barbara Sharief and Florida Chief Financial Officer Jeff Atwater



Commissioners Bryan Desloge, Barbara Sharief, Kathy Bryant and Grover Robinson with Commissioner of Agriculture Adam Putnam

2016 FAC Calendar

Now in its 11th year in 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 a photo contest allowing counties to submit their best photos.

Awesome Weather is the theme for the 2016 FAC Calendar and brought in more than 400 photos with 38 counties participating.



2016 CALENDAR COUNTIES

Cover: Broward County

December 2015: Putnam County

January 2016: Brevard County

February 2016: Hillsborough County

March 2016: Osceola County

April 2016: Charlotte County

May 2016: Escambia County

June 2016: Manatee County

July 2016: Sarasota County

August 2016: Leon County

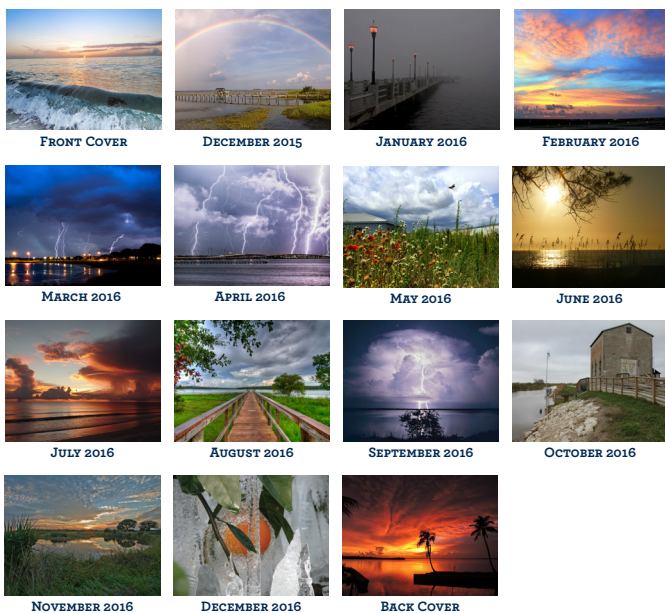
September 2016: Alachua County

October 2016: Orange County

November 2016: Volusia County

December 2016: Santa Rosa County

Back Cover: Collier County





Anna R. Doughty, CPA
Director of Finance & Administration



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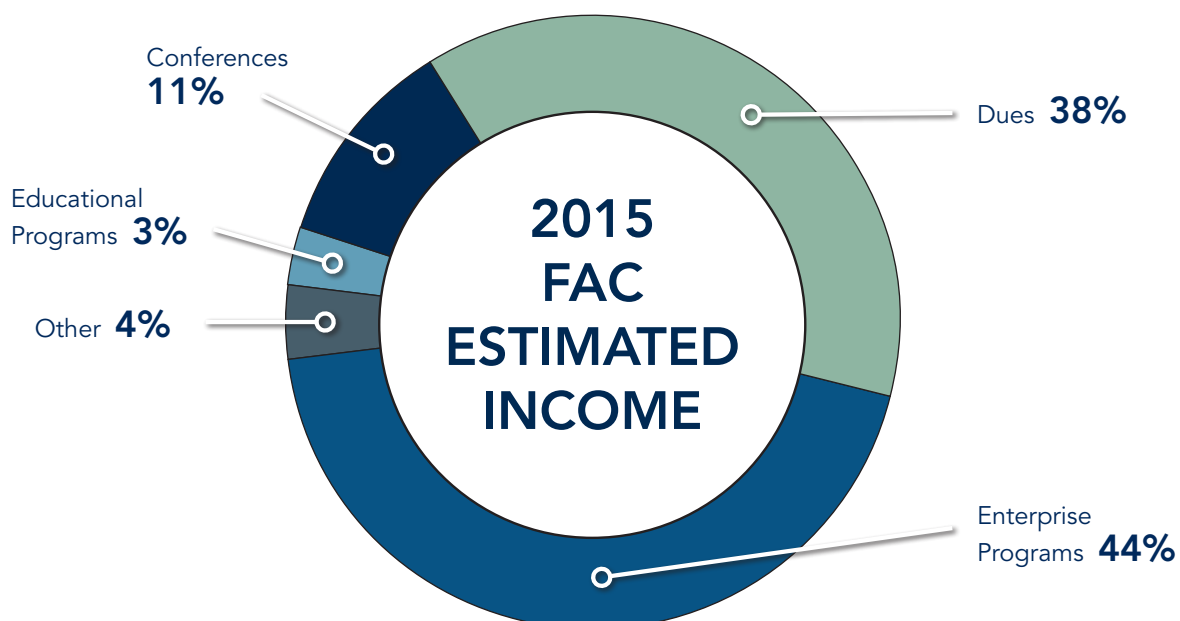
ADMINISTRATION

WHAT HAPPENED

- Expanded marketing role for the FAC administered Florida Local Government Finance Program, including exhibiting at three local government conferences, implementing a newsletter and staff in the field directly visiting more than 20 Florida local governments.
- Completed an Auditor RFP Process which resulted in the rotation of auditors to a new firm, ensuring that FAC and Florida Counties Foundation (FCF) maintain the highest standards of accountability and oversight.
- Implemented a new association management system which provides FAC staff with more reliable database tools and our membership with enhanced personalized online tools.
- Implemented a new virtual infrastructure environment plan ensuring FAC has a network that is more easily recovered in the event of a disaster.

WHAT WILL HAPPEN

- Expanding the Association Management System to improve member engagement and online experience.
- Improving mobile technology for FAC staff by moving to Office365, which will provide Cloud based email, secure document collaboration and file sharing.
- FAC will continue to provide financial management for FAC, FCF, Florida Local Government Finance Commission, Florida Association of County Engineers and Road Superintendents, Florida Association of County Managers, Florida Association of County Attorneys, Gulf Consortium, and All About Florida.



LETTER FROM THE EXECUTIVE DIRECTOR



In 2014 the membership agreed that the strategic direction of the organization would be to focus on ensuring financial stability, increasing collaboration regionally and statewide on both advocacy and communications, and becoming the go to resource for education and data on county government. I am focused on achieving these goals and finding ways to increase value to our members.

Earlier this year as we expanded our partnership with affiliate organizations. County staff have long been issue experts in their respective fields and we have worked with them throughout the years on advocacy issues. It only seemed natural to grow our relationships and find mutually beneficial ways that we could provide opportunities for education and collaboration. We have found great success with the Florida Association of County Managers, the Florida Association of County Engineers and Road Superintendents and the Florida Association of County Attorneys, and we will continue to look for new partnerships.

This year our Legislative team was successful in negating the fiscal impact to counties for the comprehensive tax cut package. They also fended off unfunded mandates such as relocation of utilities and defeated the preemption of local government to regulate companies such as Uber and Lyft. We will be just as vigilant in the upcoming year to protect county revenues both on a state and national level.

Former FAC Communications Director, Kriss Vallese, rejoined the team as Enterprise Director this summer. Since leaving FAC, she has worked across multiple industries leading large-scale initiatives. I know she will bring a broad vision and renewed creativity to our Enterprise Programs as we focus on growing our non-dues revenue.

Our partnership with the University of Florida to provide meaningful and quality education to our Commissioners and staff has been beyond successful over the years. Since its inception, 392 commissioners have graduated from our Certified County Commissioner program and 171 commissioners have graduated from our Advanced County Commissioner program.

Over the coming year we are going to look for ways to diversify our programming at our conferences to make sure we are providing our members with the most relevant education opportunities that are directly applicable to challenges your county may be facing. We will be looking to our counties to help guide our growth in this area as well as share stories and innovative solutions that have been successful at home and may be successful to other counties.

Finally our research and data program has gotten off to a good start this year. As we redesign and rebuild the FAC website in the upcoming months we will prioritize the ability to have easily accessible and current data available. We are also looking for ways to partner with the National Association of Counties to share research capabilities to provide national data comparisons.

I look forward to working with each of you to preserve and strengthen home rule throughout the coming year.


R. Scott Shalley



FAC STAFF



2015
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DIVERSITY
brings us
TOGETHER

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- **R. Scott Shalley**
Executive Director
- **Shelby Dotson**
Executive Assistant

General Counsel

- **Virginia "Ginger" Delegal**
General Counsel / Deputy
Executive Director
- **Emily Anderson**
Senior Executive Assistant
- **Valerie Rogers**
Senior Executive Assistant
for Board Relations

Legislative

- **Lisa M. Hurley**
Legislative Director
- **Eric Poole**
Assistant Legislative Director
- **Stephen M. James**
Legislative Staff Attorney
- **Davin Suggs**
Fiscal Policy Director
- **Susan Harbin**
Legislative Advocate, Health &
Human Services
- **Laura Youmans**
Legislative Advocate, Public Safety
- **Orlando Garcia**
Legislative Analyst
- **Tiffany Henderson**
Senior Legislative Assistant

Enterprise Programs

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Director of Enterprise Programs
- **Latoya Washington**
Enterprise & Corporate Relations
Coordinator
- **Brittany Yazdanpanah**
Tradeshow & Sponsor Coordinator

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- **Teresa Martin**
Office Manager
- **Barbara Bundy**
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- **Letreze Gooding, CMP**
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- **Kelli Williams**
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- **Becky Berentsen**
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Communications

- **Cragin Mosteller**
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- **Tracy M. Kusmierz**
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