



2010

ANNUAL REPORT



COUNTIES
UNITE
COMMUNITIES

www.countiesunite.com

■ FAC Executive Committee



President
Commissioner
Ilene Lieberman
Broward County



President-Elect
Commissioner
Doug Smith
Martin County



1st Vice President
Commissioner
Bill Williams
Gulf County



2nd Vice President
Commissioner
Bryan Desloge
Leon County



Immediate Past-President
Commissioner
Rodney Long
Alachua County

■ President's Message

Public service is an honor and privilege and one I know none of us entered into lightly. Whether elected or employed we are each committed to the principle that county government can improve our communities, keep our children safe and provide the infrastructure that supports our daily lives.

The belief that our counties and citizens deserve the best is why I chose 'Counties Unite Communities' as FAC's theme this year. Each day we are tackling complicated decisions that will impact our citizens, their safety, and their quality of life. And each day these decisions are things in which our citizens can be proud and through which the quality of their community is enhanced.

Over the coming year, FAC will be focusing on looking ahead to ensure the future for our citizens and our counties is empowered and protected for years to come. This year I have formed, with FAC, a Sustainability Workgroup to move away from a silo approach to growth management, energy, transportation and other environmental issues and look at them from a global perspective to ensure they work together to protect the natural beauty and economic vitality in each of our communities.

And while we are looking ahead, legislative leaders continue to look to local government to solve the economic woes facing our state and propose policies that are more gimmick than substance. Over the next two years FAC will have to fight off policies that would destroy home rule and slow our economic recovery by further capping revenue and requiring a referendum for anything above that cap.

We've heard from our friends in Colorado on the devastating impact TABOR has had on their economy, schools, infrastructure, health care and environment. We must support FAC's efforts by sharing with our citizens and legislators that if it sounds too good to be true then it is. We must share Colorado's experience and not focus on the shallow policies proven to slow economic recovery.

For more than 80 years Florida's counties have been united to preserve and protect home rule through advocacy, education and collaboration. This mission continues to guide us today and I hope that, through your public service, it will guide you in your decision making. I encourage you not only to participate in our legislative battles but also in our education programs. Become a certified county commissioner and learn how FAC can help you cut through the red tape and learn from lessons already conquered across Florida.

Each of us demonstrates our commitment to our citizens and communities every day through our service. We must take a stand and work together over the coming year to rebuild our economies, restore our environment and above all else, protect our home rule.



Sincerely,

A handwritten signature in dark ink that reads "Ilene Lieberman". The signature is fluid and cursive, with a large initial "I".

Ilene Lieberman
Broward County Commissioner
FAC President



■ Florida Association of Counties



COUNTIES UNITE COMMUNITIES

For 80 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, health-care, growth management, economic development, and roads to name a few.

Mission:

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



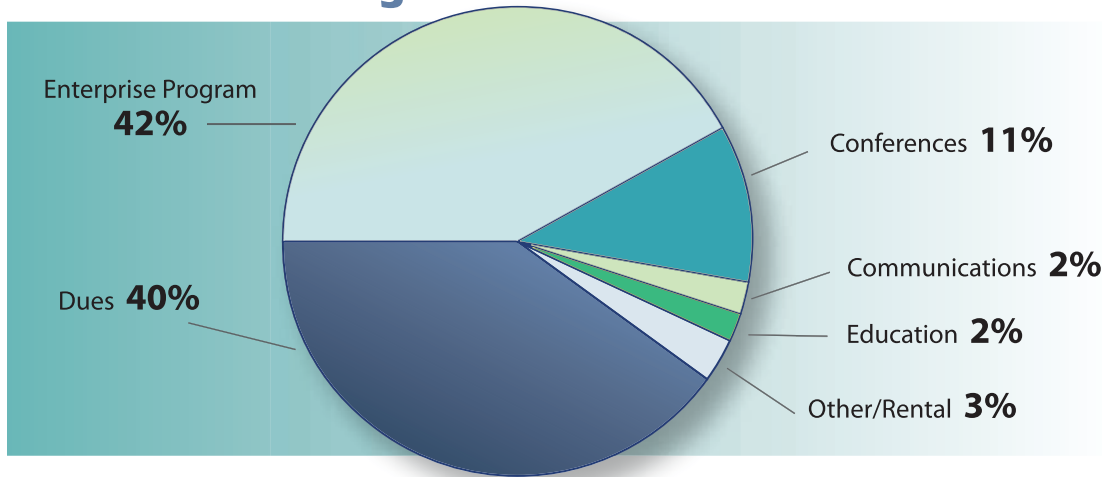
Members tour exhibit booths during FAC's 2010 Annual Conference



Thunderbug shares the love during FAC's 2010 Annual Conference

■ Annual Financial Overview

Income Percentages



Anna R. Doughty, CPA
Director of Finance
& Administration

"FAC's more than 80 year history speaks to the importance the association places on taking the necessary action to advance home rule while ensuring a strong and stable fiscal platform."

*Lee Pinkoson
Alachua County
Commissioner*

What Happened

New Technologies: Began a new online registration system for member ease and security.

Financial Oversight: Completed an extensive auditor rotation RFP process, resulting in a new audit firm.

Budget: Despite ongoing economic challenges, FAC presented a balanced budget for the first time in three years.

Long Range Planning: FAC continued to invest in reserve funds devoted for legal and public awareness issues.

What will happen

Technology: FAC will continue its investment in new, more efficient technologies that provide for better member services.

Statewide Importance: Issues such as TABOR that are of critical importance to counties will have the dollars available to invest in any necessary campaigns.

Human Resources: FAC will continue to focus efforts on maintaining FAC's low turnover rate.

Did You Know?

For the fourth year in a row, the FAC board reduced annual dues by waiving the required 4% dues increase to counties – saving counties more than 16%

■ Conferences



Letreze Gooding
Director of Education
& Events

"I have been attending FAC conferences for eighteen years and not once did I leave thinking that was a waste of my time."

Welton Cadwell
Lake County
Commissioner

What Happened

- FAC held **four successful conferences** with great participation from our membership. FAC continues to hold our events in central locations and has instituted one day registration rates for events.
- Programs included **prominent speakers** from around the state and country to educate and motivate attendees.
- FAC **added webinars** to our educational opportunities this year, including a series that focused on the legislative session, Deepwater Horizon Oil Spill and other issues pertaining to our membership.

What Will Happen

- **Improve conference registration** using our new web based membership login. This membership benefit allows you to instantly receive receipts and information on the event once you have registered, as well as access to documents and information related to the event.
- Continue to **keep costs down** for counties by freezing existing registration fees at the 2006 levels, while still providing quality programs.
- Continue to **focus on the membership's needs** by offering professional development opportunities at our events and through the webinars for county commissioners and staff.

Did You Know?

FAC provides informative and affordable education options through both our conferences and webinars to keep our members updated on the issues that are important to Florida.



Governor Charlie Crist with
Commissioners Susan Latvala,
Ilene Lieberman, Rodney Long,
Bill Williams, and Doug Smith



FAC's 2010 CCC Class

What Happened

- At Annual Conference FAC graduated the **largest CCC graduation class ever**, 49 Certified County Commissioners received their certification for a total of 287 CCC alumni of the program. FAC also graduated 12 Advanced County Commissioners for a total of 76 ACC alumni. Congratulations to all of the commissioners that graduated from these prestigious programs!
- Completed the first edition of the **Florida County Government Guide**. This is a comprehensive guide on county government in Florida and will be used as curriculum for the CCC programs. All newly elected commissioners will receive a copy of this book. Our hope is that this will be an invaluable resource for county commissioners and staff.
- With the help of the University of Florida/IFAS Extension offices, FAC completed a **comprehensive membership survey** on FAC's current education programs. The Curriculum Review Committee met in August to review the survey results and used this information to update the CCC and ACC program curriculum.

What Will Happen

- FAC is beginning a **new cycle of our CCC** programs for 2010-12. FAC will continue to hold the programs in conjunction with FAC conferences and hold all six of the core CCC programs within the calendar year to encourage participation while saving limited travel dollars.
- FAC continues to **partner with the University of Florida/IFAS Extension** offices to offer regional workshops at various locations around the state. Utilizing the technology available at these facilities allows FAC to bring educational opportunities to your area.
- FAC has a full class of **30 Commissioners for the 2010-11 ACC program**. University of Florida/IFAS Extension Program has agreed for the fourth year to sponsor this program. Their continued support allows FAC to provide this high caliber program. This five year old program was reviewed during the Curriculum Review Committee meeting and we are making a few changes to update the curriculum.

"Participating in the CCC program was an invaluable experience. The information I received from the instructors and my peers in the program was like obtaining a college degree in county government."

*Janet Taylor
Hendry County
Commissioner*

Did You Know?

Providing high quality and comprehensive educational opportunities for county commissioners and staff continues to be a high priority for FAC.

■ Enterprise Division



John R. Ricco
Director of
Enterprise Programs

"The partnership between Charlotte County and the Florida Association of Counties is strong. Charlotte County currently participates in several Enterprise Programs which allows us to take advantage of specially negotiated prices for goods and services. In these times, finding creative ways to deliver services and being cost conscious is very important. I am proud of our relationship with FAC and glad to partner with them."

Robert Skidmore
Charlotte County
Commissioner



What Happened

- **Launched Debt Recovery Program**
FAC partnered with NCS Plus to offer a fixed fee debt recovery program. The program is off to a good start with five local governments participating.
- **Re-launch of Commercial Paper Loan Pool**
After an eighteen month hiatus following the credit crisis, the Florida Local Government Finance Program issued its first series of commercial paper and is once again able to fund new loans.
- **Expanded Advertising**
FAC maximized its advertising efforts by offering more opportunities for its vendors to market to our membership.
- **Vendor Webinar**
This webinar shared with vendors how to make the most of their tradeshow dollars and advised them on ethics law requirements when marketing to government.

What Will Happen

- **Red Light Camera Program**
FAC is working with several counties that are interested in pursuing red light programs now that legislation has clarified the status of those programs.
- **RPO Program (Recruitment & Placement Outsourcing)**
FAC is in pursuit of a program that would save counties money by utilizing an RPO to aid counties in recruiting, testing, and placing staff.
- **Energy Efficiency Improvements**
FAC is exploring the prospect of developing a program that will aid local governments in providing energy efficiency improvements for individual homes or businesses.
- **Sponsorship Goals**
FAC is working hard to meet or exceed our sponsorship goals for the year. We appreciate the continued support of our sponsors.

Did You Know?

- In order to continue to keep membership dues low, the FAC Enterprise Division now generates 49% of FAC's revenue (dues comprise 40% of FAC's revenue).
- FAC is constantly looking to offer more valuable programs to its members.



What Happened

- Participated with others to file a **joint amicus brief in the United States Supreme Court** in the beach renourishment case, *Stop the Beach Renourishment v. Fla. DEP*. The issue in the U.S. Supreme Court was whether property owners must be compensated for the statutory establishment of the erosion control line -- which is different than the common law littoral rights held by the private property owners. The U.S. Supreme Court upheld Florida's beach renourishment program, finding that no compensable taking of private property had occurred.
- Coordinated, planned, researched and led team of local government and local government association plaintiffs in the filing of a lawsuit against the State of Florida, **challenging the constitutionality on impact fees that shift** the burden of proof and loss of judicial deference on legislative findings.
- **Increased FACA membership** by nine county attorneys in 2010 (226) versus 217 in 2009; increased FACA Annual CLE participation by 16 (128) registrants over 2009 (112), to the second highest level in four years.

What Will Happen

- **Oil Spill:** Working collaboratively with county attorneys to research applicable federal and state laws related to Florida's counties' response and recovery from the oil spill and coordinating with the Florida Attorney General's Office on securing Florida and her local governments' legal rights and remedies with respect to the oil spill
- Continuing to **manage the regional conflict counsel lawsuit** against the State of Florida on behalf of FAC and 26 counties. Two courts have ruled regional conflict counsels to be an unconstitutional cost shift to counties. The latest appeal is pending in the Florida Supreme Court.

Did You Know?

- **Compiled and distributed survey data** for various county personnel (e.g., commissioners, attorneys, lobbyists) on many county topics, including
 - *ethics*
 - *Bert Harris litigation*
 - *pill mill ordinances*
 - *red light camera ordinances*
 - *TRIM notices (and a sheriff line item)*
 - *impact fees*
 - *code enforcement complaints*
 - *standing audit committees*
 - *county attorney budgets*
 - *regional conflict counsel funding*
- Coordinated, planned, researched and led team of local governments and local government associations (schools, superintendents, children's services council, cities) **to avoid statewide litigation** challenging limiting the use of public funds for advocacy; managed the use of special counsel to achieve this goal which resulted in a written legal opinion FAC was able to distribute statewide.



Ginger Delegal
General Counsel

■ Legislative Division



John Wayne Smith
Legislative Director

Property Tax UPDATE:

Property Taxes Reduced

\$583 million in 2010 | \$2.4 billion over past 4 years

What Happened

State

- FAC coordinated the lobbying effort for the Local Savings Act saving counties \$1.2 billion dollars:
 - *Elections requirements* - **\$45 million**
 - *Article V Cost Index* - **\$18 million**
 - *FRS Contribution Rate increases* - **\$434 million**
 - *County Interest* - **\$740 million**
- FAC was successful in expanding a transportation surtax for all counties within regional transportation authorities.
- FAC successfully worked with a broad coalition for the passage of “red light camera” legislation.
- FAC, working with its member counties, helped to remove environmental permitting preemption language in the Senate jobs bill (SB 1752).
- FAC advocated for continued state funding for the Small County Road Assistance Program (SCRAP) and the Small County Outreach Program (SCOP). Together, \$31 million was appropriated to these programs in a year that was only supposed to have \$21 million.
- FAC was successful in having FDOT delay certain road definition changes in statute that would have negatively impacted counties when roads are annexed by cities.
- FAC was successful in amending a transportation bill that would have forced counties to have final approval authority for temporary and permanent safety improvements on state roads, when such improvements impede or alter access to businesses. The amended bill, now state law, keeps the approval authority with FDOT but provides stronger local input.

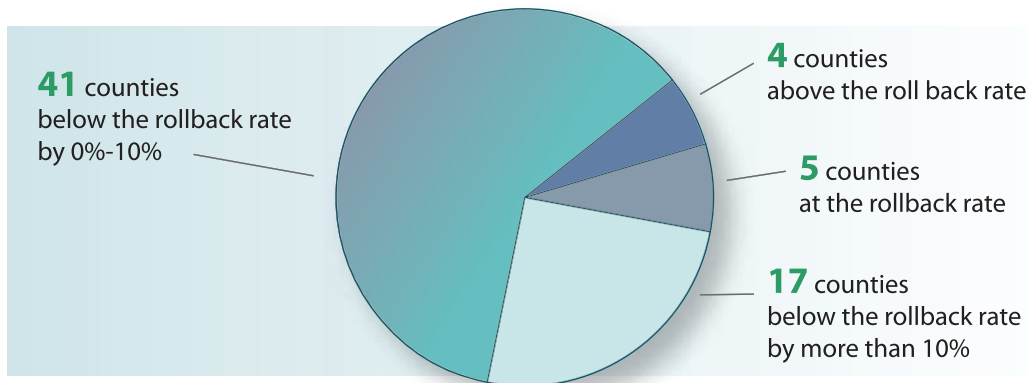
Federal

- In its first year, the Federal Action Strike Team was able to lobby for FMAP continuation funds and a hold harmless for county contribution rates, as well as defeating several attempts to preempt state and local taxes regarding online travel companies.

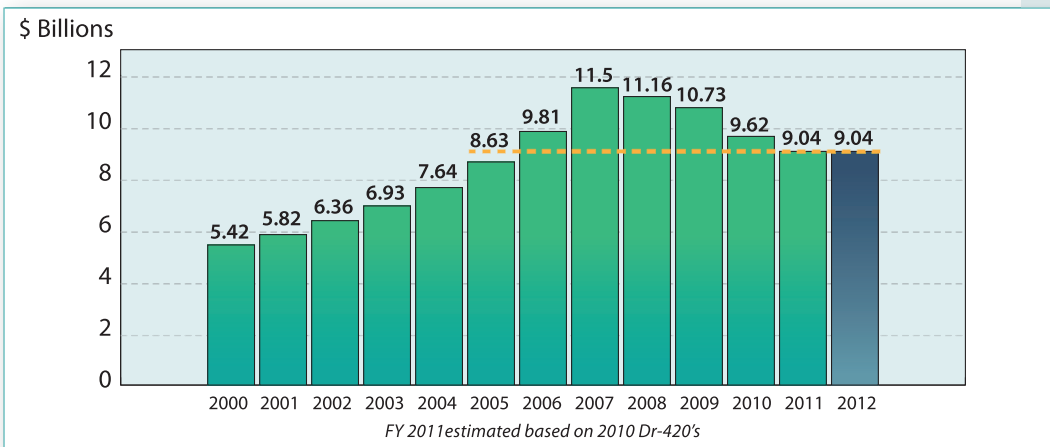
Successful in our priorities!

- Defeated TABOR
- Defeated attempts to increase county Medicaid contribution rates.
- Defeated attempts by online travel companies to exempt bed and sales tax transactions - \$28 million.
- Defeated constitutional proposal to reduce property tax cap for non-homestead property.

2010 Tax Year - All Florida Counties Rollback Rates



County Ad Valorem Tax Levies by County Fiscal Year



What Will Happen

- Not even three years removed from property tax reform, FAC is preparing for potentially the **two most challenging legislative years in its history**. A variety of economic and political dynamics contribute increasingly greater fiscal challenges for our state and county governments. As such FAC will be preparing for possible discussions on the following:
 - TABOR or revenue and expenditure caps;
 - Pension (Florida Retirement System) and benefits for public employees;
 - Medicaid and managed care for health services;
 - Juvenile Justice, Courts and many other jointly funded programs and services; and,
 - Continued efforts to develop new and diverse ideas for additional Local Savings Act concepts.
- With the impact of the **BP Deepwater Horizon Oil Spill**, FAC has played a key role in helping counties develop and implement strategies for improving government claims process and future economic recovery efforts. In addition, FAC may play a greater role in evaluating and critiquing the federal Oil Pollution Act and its functionality with future manmade disasters.

■ Communications



Cragin Mosteller
Communications
Director

Federal officials listen during
FAC's Oil Spill Summit



What Happened

Local Savings Act: In cooperation with the legislative department, communications developed and implemented a complete communications plan to promote the 'local savings act.' The plan included:

- A brand new website, www.LocalSavingsAct.com, that promoted the concepts and can be easily changed for future issue based promotions;
- A joint press conference with commissioners and city council members from across the state promoting the Local Savings Act; and,
- A dedicated section in the South-Florida Sun-Sentinel focused on unfunded mandates with statistics provided by FAC and an OpEd by Commissioner Lieberman.

DeepWater Horizon Oil Spill: In response to the Deepwater Horizon Oil Spill, FAC has responded with a task force of our elected leadership and staff to help coordinate with impacted counties. A few of the activities that FAC has done in response to the oil spill:

- Weekly written updates on new information of importance to counties;
- Weekly webinars for counties with knowledgeable and informative guests to update them on any new developments;
- A staff person in the state EOC daily to coordinate with response officers on behalf of counties;
- Regular conference calls with county administrators from the area;
- Regular conference calls with environmental leaders on environmental response; and
- Hosted a summit in Okaloosa Co. with BP, Homeland Security, Coast Guard and DEP to discuss response issues.

Expanded Editorial Board tour: This year FAC took the opportunity to expand its editorial board visits to papers that have never been visited or not been visited in some time. New papers included: Panama City News Herald, Fort Myers News Press, and the Treasure Coast Newspapers. FAC also visited the: Miami Herald, South Florida Sun-Sentinel, St. Petersburg Times, Florida Times Union, Palm Beach Post and Tallahassee Democrat

What Will Happen

New marketing strategy – FAC will be looking at their marketing history to develop a new comprehensive strategy that incorporates keeping our members and friends informed of FAC's many activities through advocacy, education and enterprise programs.

Expand FAC connections – Over the past 18 months FAC has been expanding its connections on social networking. During the next 12 months FAC will focus on continuing to grow these message opportunities as well as encouraging more partners and members to link to FAC from their websites.

TABOR – FAC will be collaborating with numerous groups to educate legislators and citizens on the devastating impacts TABOR would have on Florida's economy. FAC and its partners will be coordinating research, messaging and lobbying efforts to defeat TABOR.

Did You Know?

The word is getting out:

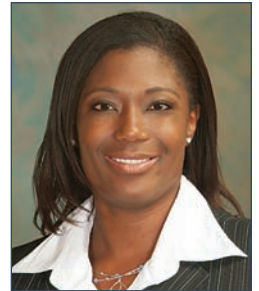
Clips: **850+ daily** | News & Notes: **1,390+** | Facebook: **170+ friends** | Twitter: **1000+ followers**



■ Membership Outreach



FAC's 2010 Annual Conference



Latoya Washington
Membership and
Marketing Coordinator

What Happened

- **FAC Ambassador Program**
FAC revitalized the Ambassador Program. Each new commissioner elected in November 2010 was paired with a veteran commissioner. FAC hosted its first webinar to equip ambassadors with necessary tools to be more effective mentors to newly elected commissioners.
- **FAC Webinars**
FAC conducted several webinars throughout the year. Webinars were held that discussed TABOR, the legislative session, the Gulf oil spill and other topics of interest to our members.
- **All About Florida Tour**
FAC conducted another successful All About Florida Tour holding events in Bay, Brevard, Broward, Clay, Hillsborough, Leon, and Santa Rosa counties.
- **Membership Outreach**
FAC is committed to visiting our members throughout the year to promote the cost savings our Enterprise programs provide and informing commissioners of educational opportunities available through the FAC CCC program.

What Will Happen

- **Membership Survey**
FAC will conduct a membership satisfaction survey to help determine how FAC can better serve our counties.
- **Enterprise Program Education**
FAC is committed to making sure its members understand the value of its Enterprise programs and is working to add new counties to our participation list.

Did You Know?

FAC's Ambassador program makes sure your momentum from getting elected isn't slowed by red tape! Government is complicated and by having a network of peers and professionals a phone call or email away ensures that you can get things done.

■ Letter from the Executive Director



Over the past year Florida and her counties have continued to suffer under the economic downturn, with unemployment continuing to grow and budget holes harder to fill. For the fourth year FAC has passed on its savings to you, our members, and frozen dues saving counties more than 16 percent.

The past legislative session FAC focused on the Local Savings Act – an initiative to take away unfunded mandates and cumbersome regulations to save you dollars at home. Through FAC's efforts the legislature removed unfunded mandates providing \$1.2 BILLION worth of savings to counties this year alone. FAC will continue to lobby other initiatives within the Local Savings Act and fight for more county savings. To learn more about the Local Savings Act, visit the website at www.localsavingsact.com or follow us on Twitter [@localsavingsact](https://twitter.com/localsavingsact).

This year the tragic Deepwater Horizon Oil Spill put FAC on a new mission to help our counties impacted, directly or indirectly, get the action they needed from state and federal authorities. With oil spill response efforts operating under the Oil Protection Act and not FEMA, counties were often left out of critical decision making or left holding the bag for clean up costs. However, through FAC's efforts, we entrenched ourselves within the state Emergency Operations Center working closely with the Secretary of the Department of Environmental Protection as well as the State Coordinating Officer. In addition, we developed partnerships within the federal government and even at BP to help counties get the information and resources they so desperately needed.

The response efforts have concluded but the recovery efforts will last for years and FAC will be there to help our counties get the tools they need to help their communities, our state, the economy and our environment come back from this devastating tragedy.

This November FAC welcomed many new commissioners, a governor, cabinet and legislators. We are pleased to have so many new faces and hope all of you will get to know one another and FAC. The next two years, the assault on home rule will reach its peak when the legislature tries to pass TABOR. TABOR is a gimmick, not sound policy, and its failure in Colorado is lesson enough to know it is not right for Florida.

FAC is working closely with many other organizations that feel the same and hope you will also get involved to help us defeat this legislation.

Our success, even through these past lean years, is dependent upon – you – our members. It is through your support, collaboration and involvement that we are able to defeat unfunded mandates, protect home rule and preserve our quality of life. Thank you for your dedication. As a member of FAC you are serving not only your county but all of Florida's counties.

Sincerely,

A handwritten signature in blue ink, which appears to read "Chris L. Holley".

Christopher L. Holley
Executive Director



Executive

Christopher L. Holley – *Executive Director*

Heather DiGiacomo – *Executive Assistant*

Legislative

John W. Smith – *Legislative Director*

Eric Poole – *Assistant Legislative Director*

Davin Suggs – *Senior Legislative Advocate*

Diana Ferguson – *Legislative Staff Attorney*

Heather Wildermuth – *Senior Legislative Advocate*

Sarrah Carroll – *Legislative Advocate II*

Valerie Rogers – *Senior Legislative Executive Assistant*

Tracy Kusmierz – *Legislative Executive Assistant*

Enterprise Programs

John Ricco – *Director of Enterprise Programs*

Elizabeth Newberry – *Financial Services Coordinator*

Stephanie Smith – *Corporate Relations Coordinator*

Latoya Washington – *Membership and Marketing Coordinator*

Jenna Vetre – *Executive Assistant*

Finance & Administration

Anna R. Doughty, CPA – *Director of Finance & Administration*

Teresa Martin – *Office Manager*

Bobby Swandol – *Information Technology Manager*

Connie Osborn – *Fiscal Coordinator*

Sue Hopkins – *Accounting Assistant*

Christine Childs – *Database Administrative Assistant*

Barbara Bundy – *Receptionist*

General Counsel

Virginia “Ginger” Delegal – *General Counsel*

Gail Ricks – *Senior Executive Assistant*

Educational Programs

Letreze Gooding – *Director of Education & Events*

Kelli Williams – *Meeting Planner*

Becky Berentsen – *Executive Assistant*

Communications

Cragin Mosteller – *Communications Director*



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