



FLORIDA  
ASSOCIATION OF  
COUNTIES

*All About Florida*

RESTORE The PARTNERSHIP

# 2008 ANNUAL REPORT



# PRESIDENT'S MESSAGE

*Welcome! This year the November elections brought 86 new commissioners to FAC and we welcome each and every one of you. FAC is a non-partisan association dedicated to preserving the home rule authority of local governments. Home rule is the fundamental principle that those closest to the people should have the authority to make the best decisions for their community. FAC is a critical organization that joins all 67 counties, empowering each of them in Tallahassee and across Florida.*

*The tried and true statement “united we stand divided we fall” remains strong in Tallahassee. It is our combined voices that allow FAC to make a difference and protect home rule at the Capitol. So as budgets continue to tighten over the coming year and Tallahassee looks for more ways to pass on unfunded mandates to counties, FAC will be there fighting each step of the way. Now more than ever your county is benefiting from the hard fought efforts of FAC and I encourage our tenured and new commissioners alike to become active in preserving the authority of local governments.*

*This year in Tallahassee our fight will focus on preventing preemptions and unfunded mandates. The State will be looking for more ways to save which means someone must pay – usually local governments. In addition, there are two petition drives for constitutional amendments that will put severe limitations on the ability of local governments to provide services. There is a Florida saying – When you wrestle an alligator, you don't stop when you get tired, you stop when the alligator gets tired! Friends, we must stick together, work together, and fight together to protect county governments and our authority to govern. As always, I am*



*Willing to serve,*

Commissioner Rodney J. Long  
Alachua County Commission  
FAC President

**80**  
**YEARS**  
1929-2009

# ANNUAL FINANCIAL OVERVIEW

**F**or 80 years, the Florida Association of Counties (FAC) has advocated on behalf of Florida's 67 counties. Throughout the state, Florida's counties perform vital public service functions such as public safety, fire, emergency medical services, public record-keeping, jails, parks, libraries, health care, comprehensive planning, economic development, and roads, just to name a few.

FAC is committed to working with the state legislature and governor to make Florida a place where state and local governments keep the power of Floridians in their communities.

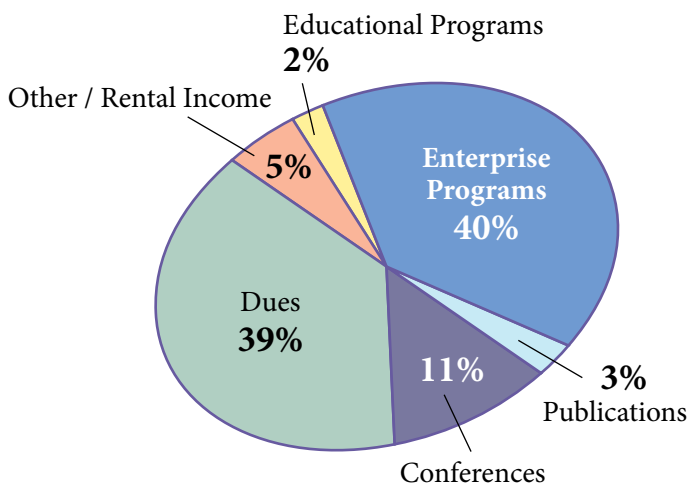
## Committed to Restoring the Partnership

Florida's economy is affecting all of Florida's citizens, businesses and governments. Now more than ever we must work in partnership with our friends in the legislature to help serve the people of Florida.

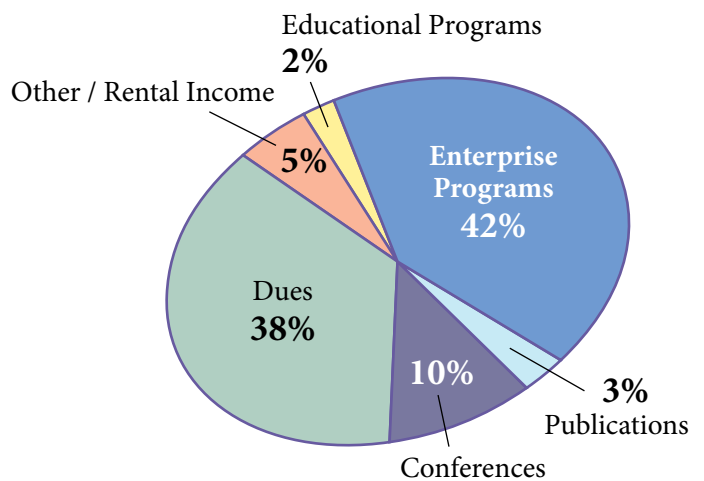
As the only association representing every county in Florida, the Association brings together the collective experience and knowledge of 67 counties, represented by 377 county commissioners and supported by thousands of county professional staff. Through FAC, counties are better able to serve not only their communities but the entire state of Florida. FAC provides the cohesive platform that enables county officials and staff to speak with a unified voice on behalf of all citizens about matters of statewide importance.

This year with every Floridian, county and the state working to balance budgets and make ends meet, FAC is committed to protecting local taxpayers from unfunded mandates and irresponsible revenue and expenditure caps.

## Revenue '07-08



## Revenue Budget '08-09



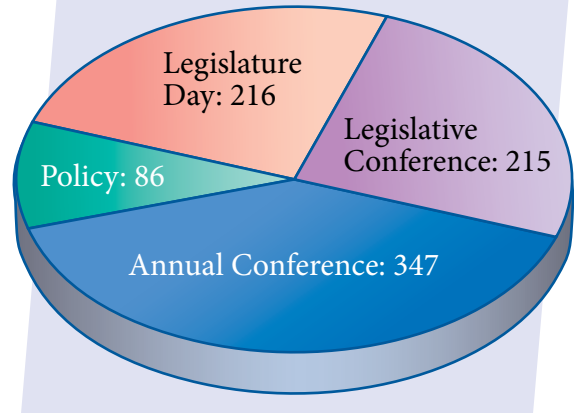
# CONFERENCES

## WHAT WE DID

- FAC held four successful conferences this year. While our registrations were lower than in years past, all combined, FAC had a total of over 850 commissioners and county staff participate in our events.
- The Association was especially proud to host so many honored guests and speakers at our events this year, including: Florida House of Representatives Speaker Larry Cretul; Florida House of Representatives Rules Chair Ray Sansom; Florida Secretary of State Kurt Browning; Secretary Tom Pelham from the Florida Department of Community Affairs; Larry Naake, Executive Director of the National Association of Counties; Miami Political Reporter, Michael Putney; Dr. Larry Arrington, Dean of IFAS at the University of Florida; Motivational Humorist Tim Gard; and Colorado County Commissioner Steve Johnson.
- FAC partnered with the Center for Local Government Excellence and the Florida City and County Management Association to add professional development workshops for county managers at each of our major events.



## Conference Attendance



## WHAT WE ARE DOING

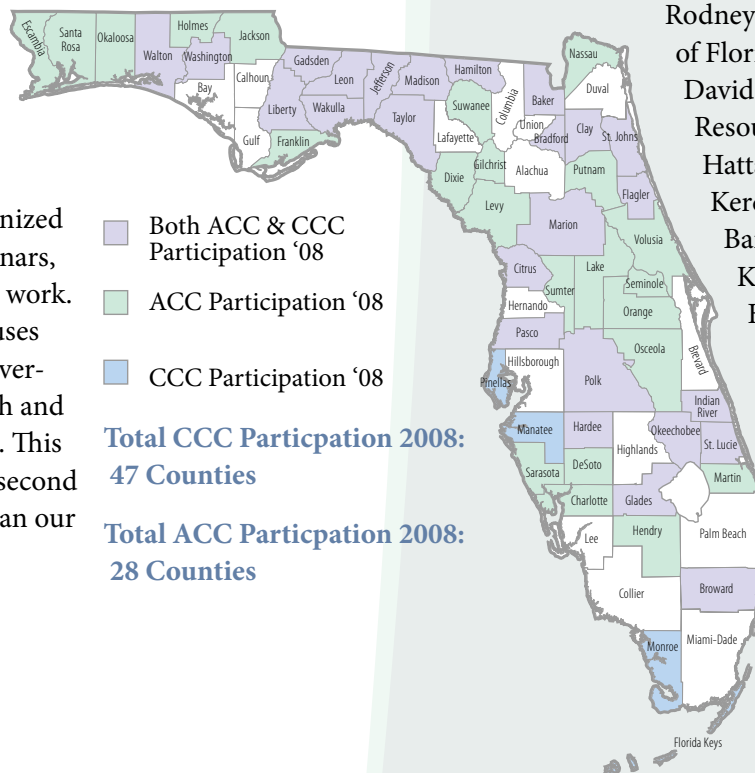
- FAC will continue to keep costs down for counties by freezing existing registration fees at 2006 levels while still providing conference attendees with informative national, state and local experts as event speakers. These presenters will provide program content that is current and focused on the issues that are important to commissioners, such as growth management, health, environment, financial management and leadership skills.
- FAC will have more events in central locations and will hold the CCC certification programs in conjunction with the Association's major conferences.
- FAC is focusing on our membership's needs by offering new professional development opportunities during our conferences for both commissioners and county staff.

# EDUCATION ~ FLORIDA COUNTIES FOUNDATION



## WHAT WE DID

- FCF held six Certified County Commissioner education programs. Participation was lower than typical, but all combined FAC had a total of more than 160 commissioners participate in the programs. At the 2008 FAC Annual Conference, FAC graduated 26 Certified County Commissioners and an Advanced County Commissioner Class of 20. FAC currently has a total of 226 CCC graduates since the program's inception in 1996 and 46 ACC graduates since 2006.
- This year marked the end of the 2006-08 CCC course schedule, and the beginning of the 2008-10 calendar. The CCC workshops held in 2008 were Financial Management; Understanding Charter Government; County Structure and Authority; County Roles and Responsibilities; Effective Communications; and the New Commissioner Orientation.
- In 2006, FCF launched the Advanced County Commissioner (ACC) education program. The advanced leadership program is designed for graduates of the Certified County Commissioners (CCC) program and is a yearlong program, organized as a series of three seminars, with 27 hours of course work. The course content focuses on leadership with an overarching theme of growth and development in Florida. This year we concluded our second class (2007-08) and began our third class (2008-09).



## WHAT WE ARE DOING

- FAC launched a new two-year CCC course schedule for the Certified County Commissioner program.
- The Curriculum Review Committee met this summer and decided program updates for the next two years including: the CCC programs will be held in conjunction with FAC's existing conferences; all of the core CCC programs will be offered within one calendar year; and efforts will be made to better integrate technology and regional workshops into the program.



- The 2008-09 ACC Class is made up of 21 commissioners from across the state. The University of Florida, IFAS Extension Program sponsored the 2008-09 ACC Class. Their continued support has allowed FAC to continue to offer high caliber speakers for this program in addition to opening the doors to the talent at the University of Florida. The speakers include the following: Carl Neu- The Center for the Future of Local Government; Dr. Rodney Clouser- University of Florida/IFAS Extension; David Rabiner- Rabiner Resource, Inc.; Billy L. Hattaway-Glatting, Jackson, Kercher, Anglin; Dave Barth-Glatting, Jackson, Kercher, Anglin; Florida House of Representatives Speaker Larry Cretul; and Dr. Walter Rosenbaum from the Bob Graham Center for Public Service at University of Florida.

# ENTERPRISE DIVISION

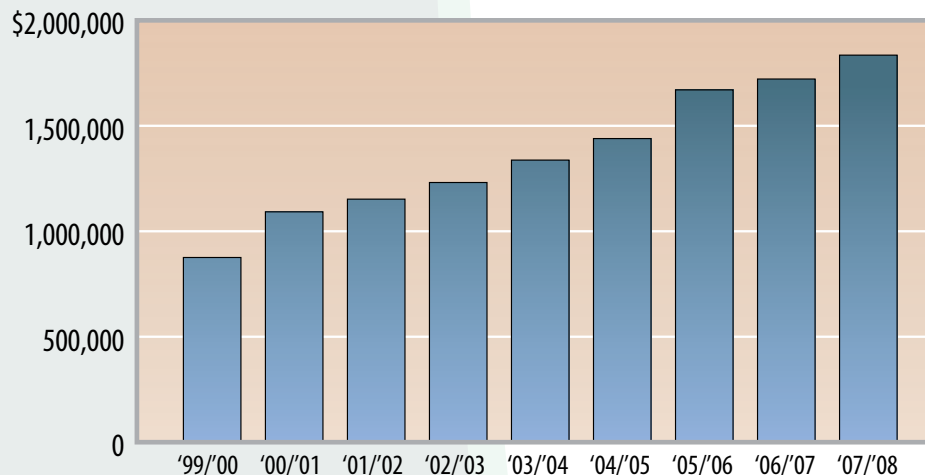
## WHAT WE DID

- ▶ Created a Workers' Compensation Program for counties. FAC partnered with Hunt Insurance Group and the Florida Sheriffs Association to offer counties Workers' Compensation Insurance. County visits were conducted to educate members about the program.
- ▶ Instituted the FAC +One Campaign to educate counties on the products and services available through FAC. This initiative asks counties to add an additional program to the list of services they already receive.
- ▶ Visited all of Florida's 67 counties, meeting with 210+ commissioners and 87 staff to discuss ongoing issues and to educate commissioners and staff of the valuable services FAC has to offer.

## WHAT WE ARE DOING

- ▶ Creation of The Florida Trust Day to Day Fund which is a new money market product for Florida counties offering a fiscally responsible investment option.
- ▶ Developing and implementing a FAC Ambassador Program: A new program pairing new Commissioners with veteran Commissioners. This program is designed to facilitate the transition into public office.
- ▶ Increasing the participation of currently non-active members in FAC activities through personalized communications and direct outreach.

## Enterprise Revenue Growth



# LEGAL DIVISION

## WHAT WE DID

- ▶ FAC was successful against the State of Florida on behalf of FAC and 27 counties challenging the constitutionality of requiring the counties to fund certain costs of the regional conflict counsels created during the 2007 legislative session; actively participated with special counsel in the prosecution of same. The case is now being appealed to the 1st District Court of Appeals.
- ▶ Managed the drafting and filing of a brief on behalf of FAC in the Supreme Court of Florida challenging the proposed constitutional amendment, called the “1.35% Tax Cap Plan” as not being fit for the 2010 ballot. The Supreme Court agreed and struck it from the ballot.
- ▶ Developed and led an institutionalized monthly conference call among all the county attorneys in the state to openly discuss issues of statewide importance; have consistent 20+ counties participation.
- ▶ Assisted the county attorney association to achieve its highest percentage of county members ever.

## WHAT WE ARE DOING

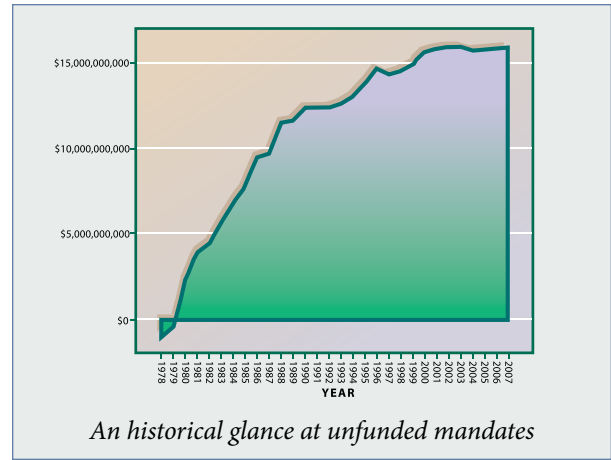
- ▶ Revitalizing the FAC website and other educational opportunities for ethics, Sunshine Law, and public records training for county public officials;
- ▶ Launching a Tallahassee-based local government lawyer roundtable.
- ▶ Coordinating a new, supportive committee structure for the county attorneys through FACA to provide peer-to-peer technical assistance on substantive issues and to support FAC’s policy development process.



# LEGISLATIVE

## WHAT WE DID

- ▶ FAC spearheaded the creation and organized the first meeting of the Florida Public Safety Coordinating Commission at its annual conference in June. The formation of the FPSCC is designed to improve the overall efficiency and effectiveness of the civil and criminal justice system by facilitating an ongoing open communication between local governments and the state.
- ▶ Most significantly, FAC defeated TABOR (revenue & expenditure caps) proposals before the Taxation & Budget Reform Commission, additional property tax reform, mining preemptions and the expansion of the Medicaid pilot program during 2008. FAC lobbied the passage of:
  - SB 1012 (Sen. Gaetz) requiring insurers to make payments directly to ambulance providers. The cash flow to counties is estimated to be above \$13.5 million in the first year.
  - SB 1456 (Sen. Wilson) which established a policy for inmates to remain enrolled in Medicare or Medicaid on a “suspended” status if they are incarcerated for less than a year.
  - SB 1318 (Sen. Gaetz) which added local government representation to two technical advisory workgroups regarding domestic wastewater treatment.
- ▶ FAC established a partnership with the Center for Florida Local Government Excellence (Florida State University Institute of Government) in an effort to enhance research and policy development capacity. In 2008, “Florida’s Constitutional System of Public Finance: Maintaining the Balance between State and Local Government” was co-authored by Dr. Lance deHaven Smith and Dr. Robert E. Lee.



## WHAT WE ARE DOING

- ▶ FAC will be pursuing an ambitious, but significantly important, legislative agenda in 2009. This agenda and the mindset of state policy makers will be impacted by severe economic conditions putting Florida’s state budget situation in the most unique position of being close to \$11 billion dollars below funding levels two years prior. A quick highlight of major issues includes:
  - Sunset of the Department of Community Affairs and growth management reform;
  - Establishing a trust fund for the judiciary and dedicating court related revenues;
  - Enhancing the state’s cigarette tax for the purpose of protecting health care services;
  - Maintaining an appropriate level of investment in the state’s transportation infrastructure and other economic stimulus programs;
  - Incentives and technical assistance for local governments to partner with the state’s energy goals and policies; and
  - Continued discussion regarding the elimination of mandates and fair and responsible tax reform.
- ▶ FAC will be developing and implementing a strategy to improve partnerships with the state and other major stakeholders. “Restoring the Partnership” will continue to be a FAC theme during the upcoming year, and with the help of House Speaker Larry Cretul, a former County Commissioner, FAC hopes to improve communications between counties and the state legislature.



# COMMUNICATIONS

## WHAT WE DID

- Worked extensively during the TBRC meetings to defeat TABOR through comprehensive collaborations and communications with members, TBRC members and the press corps.
- Developed and strengthened collaborations with associations and member groups in Tallahassee to fight initiatives that preempt local authority and home rule.
- Began analyzing and offering revenue / advertising opportunities in communication publications such as FAC News Clips and FAC News & Notes.

## WHAT WE ARE DOING

- There is a TABOR constitutional petition amendment campaign for the 2010 ballot. FAC is working with anti-TABOR groups across the country to educate our membership and start a grassroots initiative that shares the dangers and devastation of TABOR.
- FAC will launch a new website in 2009 that will provide members with better access to information and data.
- FAC is exploring new communications such as video newsletters and social networking to increase exposure and dissemination of home rule messaging.

*FAC brings media attention to unfunded mandates*

**Local governments forced to find money for state mandates**  
By LINDA BLENDEN  
TALLAHASSEE BUREAU  
That results in less money for law enforcement, parks and other basic county needs. "We have to find the money to fund those programs," Singh said. "And that hits into other areas."  
Legislative leaders, however, point out that cities and counties have benefited from billions of dollars in special state programs.  
In the laws today there is no recourse for local governments to fight unfunded mandates or even raise an argument," said Craig Mosler, spokeswoman for the Florida Association of Counties.  
Last year the Legislature established a new program establishing a public defender's "conflict counsel office." Counties must pay a share of the technology, communication and facilities costs associated with the new office, which represent poor defendants in House counties such as already representing one of the co-defendants.  
Since 1978, the state has imposed nearly 2,000 mandates on local governments about \$13 billion, said Lance deHaven Smith, a professor of public administration at Florida State University.  
One of the biggest bills came with passage of the growth-management legislation in the mid-1990s that forced local governments from approving new development without first having facilities such as roads, water and sewers in place. The state had planned to pay for the but that tax was repealed and it was then funded by local property taxes.  
David Deane of the United Staff Association can be reached at [blenden@facnews.com](mailto:blenden@facnews.com) or 904-224-6214.

**Mandates hobble local governments**  
Cities, counties increasingly forced to fund more services  
By Julie Perout  
TALLAHASSEE BUREAU  
At a time of property-tax cuts and shrinking revenues, local governments across Florida are taking another hit. The state is forcing them to provide more and more services, without giving them the money to do so.  
Between 2003 and 2007, the state approved 471 such "unfunded" mandates," according to the Florida Association of Counties. Across Florida, the mandates are estimated to cost local governments about \$1 billion a year. This legislative session, the association is...

**Counties, cities hit with state mandates**  
Broward County taxpayers will foot a \$66 million bill for unfunded state mandates on county government.  
...without allocating any state resources to pay for them. The mandates cost for county operations that year: \$1 billion. That is...  
...state employees who will provide services to constituents when the Public Defender's office has a conflict of interest. The county is considering suing the state over the mandates, one in a growing number of "unfunded mandates" passed down to local governments.  
Photos by MARK ENDS/COMMEDIA

**Florida mandates by type of government affected**

Year	Local Government	County Government	Total
2003	100	100	200
2004	150	150	300
2005	100	100	200
2006	100	100	200
2007	150	150	300

Please see MANDATES.GA  
TALLAHASSEE.COM  
Read the scoring and proposed regulations for unfunded mandates and see a photo gallery of the Public Defender's Office at work.



# PREPARING FOR THE FUTURE

*As in your county, FAC is conserving resources and cutting expenses. For the last two years FAC has had no dues increases to help local governments trying to make ends meet. These reductions along with less than projected revenue from our conferences and Enterprise programs mean that efficiencies must be achieved. FAC has frozen two staff positions and significantly reduced our contracts with outside vendors putting increased responsibility on our team.*

*While reductions have been made, corners will not be cut in areas of critical priority such as legislative affairs. This year more than ever the legislature will be trying to pass on their financial burdens to local governments and FAC will be there every step of the way to limit these pass throughs.*

*Even during these times, FAC is optimistic that the next two years will hold new partnerships in Tallahassee. Former County Commissioner Larry Cretul is now leading the Florida House of Representatives and as a result FAC is looking forward to having a positive and productive relationship with our partners in the legislature.*

*It is through your membership that FAC is successful in protecting local governments from legislative attempts to limit the authority of government closest to the people.*



*Sincerely,*

A handwritten signature in blue ink that reads 'C. L. Holley'. The signature is fluid and cursive, written over a light-colored background.

Christopher L. Holley  
Executive Director

## 2009 FAC STAFF

### 2008-09 EXECUTIVE COMMITTEE



President  
Commissioner  
Rodney Long  
Alachua County



President-Elect  
Commissioner  
Ilene Lieberman  
Broward County



1st Vice President  
Commissioner  
Doug Smith  
Martin County



Immediate Past President  
Commissioner  
Susan Latvala  
Pinellas County

#### Executive

Christopher L. Holley – *Executive Director*

Heather McKenna – *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 Troncoso – *Legislative Advocate*

Rosie Byrd – *Senior Legislative Executive Assistant*

Valerie Miskelley – *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*

Becky Berentsen – *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*

Michelle Drawdy – *Database Administrative Assistant*

Barbara Bundy – *Receptionist*

#### General Counsel

Virginia “Ginger” Delegal – *General Counsel*

Gail Ricks – *Senior Executive Assistant*

#### Educational Programs

Letreze Gooding – *Director of Member Services*

Kelli Williams – *Meeting Planner*

#### Communications

Cragin Mosteller – *Communications Director*

**80**  
**YEARS**  
1929-2009



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