

**2011**  
**ANNUAL REPORT**



All About Florida

Executive Committee



President  
Commissioner  
Doug Smith  
Martin County



President-Elect  
Commissioner  
Bill Williams  
Gulf County



1st Vice President  
Commissioner  
Bryan Desloge  
Leon County



2nd Vice President  
Commissioner  
Ken Welch  
Pinellas County



Immediate Past President  
Commissioner  
Ilene Lieberman  
Broward County

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## President's Message



*Our future is founded on our past. During the last year and in the coming year, FAC is committed to using our historic foundation to develop the vision of our future. The last few years have been challenging for us all, yet FAC has stood tirelessly and tenaciously fighting for home rule, stopping preemptions and unfunded mandates.*

*FAC has fought for 80 years on the principal of home rule – that government closest to the people governs best. It is this principal that drives us today to fight against unfair property tax schemes, the elimination of our pretrial programs and for a fair and balanced collection of online travel taxes.*

*Those fights will continue this year along with hundreds more that threaten the freedom and independence of our governing bodies. In addition, our state is floundering with close to 1,000,000 unemployed and our communities are suffering with their citizens.*

*We must not only fight the battles that face us in the legislature, but address those challenges that are looming on the horizon. We can no longer look to the state and others to solve this crisis, but must turn to ourselves to find ways counties can stimulate the economy, invest in our future, and help put people back to work.*

*Over the coming year, my visioning workgroup is utilizing the skills of FAC's past, present and future leaders to develop an agenda that counties can support to rebuild not only our communities, but this beautiful state that we call home. We must build a vision that strengthens home rule, values a state partnership, and succeeds for the benefit of every Floridian.*

*Each of us entered into public service for our own personal reasons, and our commitment over the last few years has been tested as we have all had to make hard decisions and sacrifices to keep the burden on residents low while still providing the critical services in demand.*

*When each of us ran for office we made a commitment, and when each of us took office we took an oath – to do our best on behalf of our constituents, our counties and our state. And FAC is there, each step of the way to provide us with the tools and resources we need to keep our promises and honor our oath.*

*Through an ongoing commitment to service and a vision for our future, we are building a plan that represents the citizens of Florida – northwest to southeast, small and large - so that together we take this drive and create a vision beyond our wildest dreams.*

Sincerely,

A stylized, handwritten signature in blue ink that starts with a large loop and extends to the right.

Doug Smith  
Martin County Commissioner  
FAC President



# About FAC



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

For more than 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, healthcare, growth management, economic development, and roads.

MY COUNTY OUR FLORIDA ONE VISION



Cape Florida Lighthouse Key Biscayne Florida

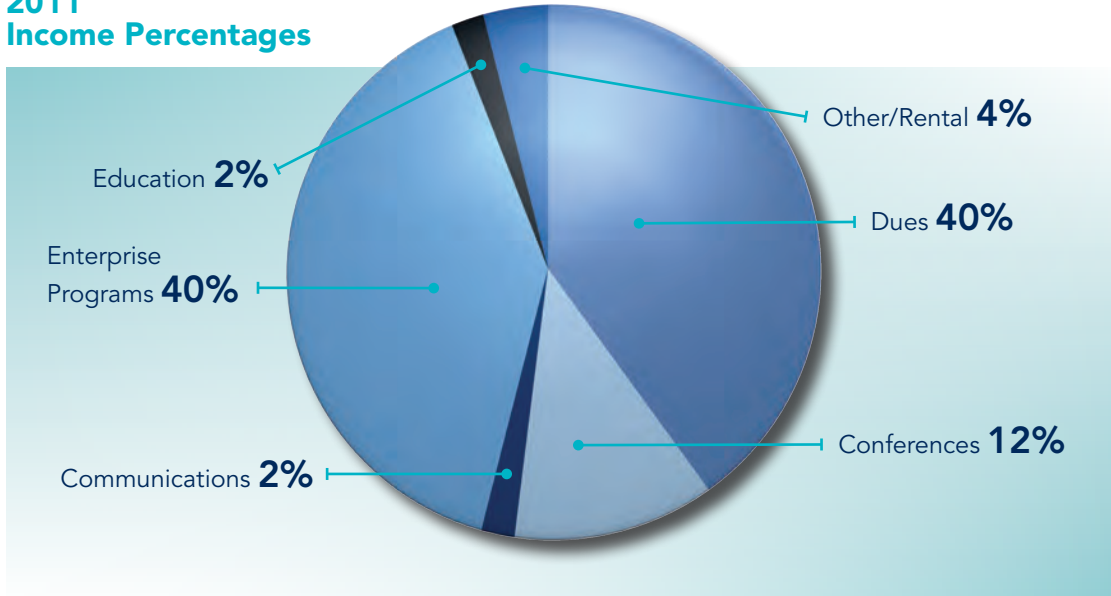


# Annual Financial Overview



Anna R. Doughty, CPA  
Director of Finance  
& Administration

## 2011 Income Percentages



*“Despite year after year of economic recession and hardship, FAC continues to manage its investments and resources wisely to ensure a stable and well founded association that can serve its members for years to come.”*

*– Minor Bryant,  
Hardee County  
Commissioner*

## What Happened

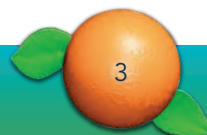
- To retain our qualified staff, FAC conducted a class in pay study to ensure salaries were competitive.
- FAC provided proactive management of a lean budget with unexpected revenue losses, ultimately resulting in a budget surplus.
- FAC strengthened its IT department through reorganization and streamlining of duties without increasing personnel budget.

## What Will Happen

- To better serve our members, FAC will improve the foundation of our research by implementing a document management system to easily find important information, data and research.
- FAC will continue to invest and use technology to provide great efficiencies to our members and better utilize staff resources.
- FAC will launch internal educational programs, professional development and IT development for staff to provide ongoing training to better serve our members.

### MEMBER BENEFIT:

Administration is the foundation of FAC member services, using technology, customer service and expert staff, FAC ensures that member services run smoothly and staff have adequate resources to serve our membership seamlessly.





## What Happened

- FAC graduated 30 Advanced County Commissioners (ACC), the second largest class ever, for a total of 106 ACC alumni. In addition, seven commissioners received their Certified County Commissioner certification for a total of 295 CCC alumni. Congratulations to all of the commissioners that graduated from these prestigious programs!
- FAC continues to partner with the University of Florida/IFAS Extension offices to offer at least two regional webinars at various locations. Utilizing the technology available at these facilities allows FAC to bring educational programs to regional locations across the state.
- More than 50% of the newly elected commissioners participated in CCC classes in 2011. With all six core CCC programs offered within one calendar year, commissioners can receive their certification within their first 12 to 18 months in office.

## What Will Happen

- The Florida County Government Guide is two years old and has become a dependable reference for commissioners and staff on all things county government. The guide will be updated in the coming year and a revised edition will be available November 2012.
- The State of Florida Division of Emergency Management awarded FAC a grant to provide five Regional Workshops on the Residential Construction Mitigation Programs. These workshops will be free of charge and in central locations to discuss all of the applicable wind mitigation efforts currently available to Florida's counties.
- The University of Florida/IFAS Extension will for a fifth year partner with FAC on the 2011-12 ACC program. This continued partnership brings the high caliber of a top university to our educational programming.
- This August, the Curriculum Review Committee will meet to review the course offerings and curriculum for the CCC and ACC programs to prepare for the upcoming 2012-14 calendar of events. This committee is made up of the Florida Counties Foundation (FCF) and a select group of FAC members who regularly participate in our programs.



*"I cannot overstate the importance of the CCC and ACC training to your success as a county commissioner. In addition to the information provided, you also build a great camaraderie with your fellow commissioners."*

*- Commissioner  
Edwin V. Smith,  
Polk County*



2011 CCC Graduates



2011 ACC Graduates

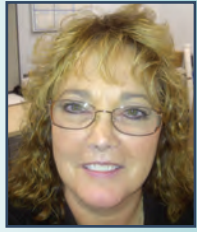
### MEMBER BENEFIT:

The CCC and ACC certification programs provide training to help commissioners facilitate innovative thinking and enhance their leadership skills.

# Enterprise Programs



John R. Ricco  
Director of  
Enterprise Programs



*“Pasco County Utilities has been using NCS Plus since July 2010. Since that time, we have had a very good response collecting on our delinquent accounts and have found NCS Plus to be very professional, attentive to our needs and available for help whenever we need them.”*

*– Dina Coté,  
Pasco County  
Utilities*

## What Happened

- Grew FAC’s Debt Recovery Program (launched in 2010) to more than fourteen participants with several other local governments in the pipeline to participate.
- Re-launched FAC’s Local Government Loan Program with a new letter of credit provider (J.P. Morgan Chase). The program is now poised to once again help counties meet their financing needs.
- Exceeded Sponsorship Revenue Goal for Annual Conference by 14%.
- Launched a new Strategic Staffing Program, which can provide counties with a significant source of savings in personnel costs in these tough economic times.



## What Will Happen

- Rx Drug Program: FAC is exploring participation in a program that will offer prescription drug discount cards for counties to provide to their citizens. Participation in this program will provide counties a small income stream based upon participation.
- Products & Services Guide: FAC will launch a products and services guide that will be used by counties to search for businesses in a variety of categories and allow the private sector to increase their brand awareness with FAC’s members.



*FAC’s John Ricco, aka “Guy Fieri” challenges Commissioner Susan Latvala in “In It To Win It.”*







Ginger Delegal  
Deputy Executive Director & General Counsel

## Did You Know?

The Office of the General Counsel compiled and distributed survey data for various county officials, including commissioners, on many county topics, including:

- Pain management clinics
- Juvenile justice issues
- Firearms regulations
- Severance pay policies
- Growth management supermajority vote requirements
- FRS reform implementation
- Internet cafes
- Red light cameras



*The Litigation Watch portion of the Association's website has timely information involving litigation from all around the state on such matters as FRS reform, numeric nutrient criteria, term limits for county commissioners, online travel company tax collection, growth management, juvenile justice, and internet cafes.*

## What Happened

- The unfunded mandate of Regional Conflict Councils was overturned by the State Supreme Court in September. FAC led a three year statewide piece of litigation, challenging the Legislature's attempt to require the counties to pay for the overhead of the newly created Office of Regional Conflict Council as a part of the counties' state court funding obligation. FAC, along with 26 individual counties had raised the challenge in 2008.
- Led the county administrators and attorneys through the maze of the Agency for Health Care Administration's Medicaid back billing initiative which included threats to withhold revenue sharing, involving at least 20 counties in the state.
- Coordinated, facilitated and researched federal income tax issues related to the new 3% employee contribution for the Florida Retirement System participation, consisting of conference calls with national tax counsel experts, representatives of the counties, and the state Division of Retirement.

## What Will Happen

- FAC is conducting the most thorough review of its Articles of Incorporation, Bylaws and corporate policies in decades.
- FAC will continue to coordinate and lead special counsel to appear in the administrative litigation involving approximately 12 counties and the Department of Juvenile Justice to make constitutional arguments that the counties are not able to make and raise on their own.
- FAC will continue to grow educational and professional advisory opportunities for county administrators to improve networking opportunities on topics of critical concern.



Senate President Mike Haridopolos speaks to FAC members on property tax issues.





John Wayne Smith  
Legislative Director



*With the impact of the BP Deepwater 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.*

## What Happened

- FAC was able to fend off TABOR for the third consecutive year.
- FAC coordinated the lobbying effort for the Local Savings Act saving counties millions of 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 transportation sales tax for all counties within regional transportation agencies.
- FAC successfully lobbied for the passage of a "Red Light" Camera legislation.
- 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.

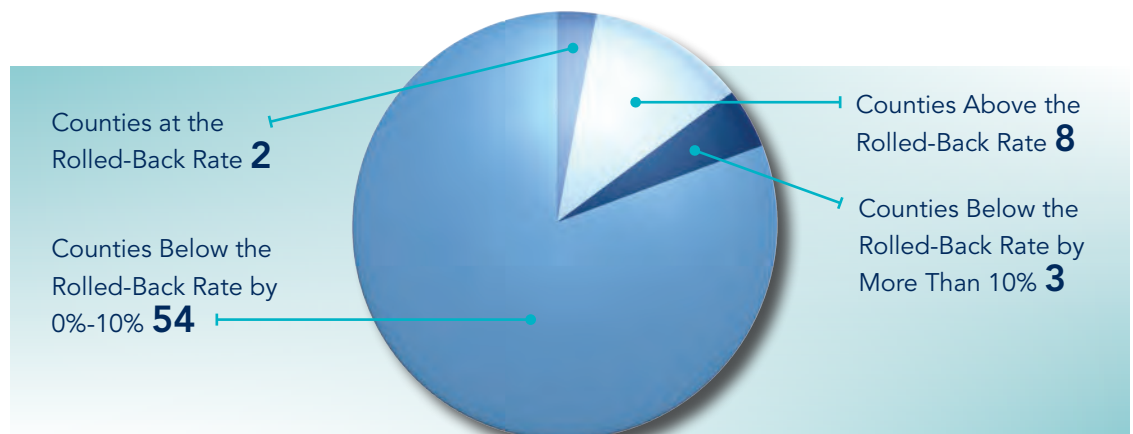
## Major Legislative Victories

- 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.



Governor Rick Scott speaks to FAC members at the 2011 FAC Legislative Day.

## 2011 Tax Year - Florida Counties Rollback Rates



## What We Are Doing

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:

- Revenue and expenditure caps or TABOR;
- Pension (Florida Retirement System) and benefits for public employees;
- Medicaid and managed care for health services;

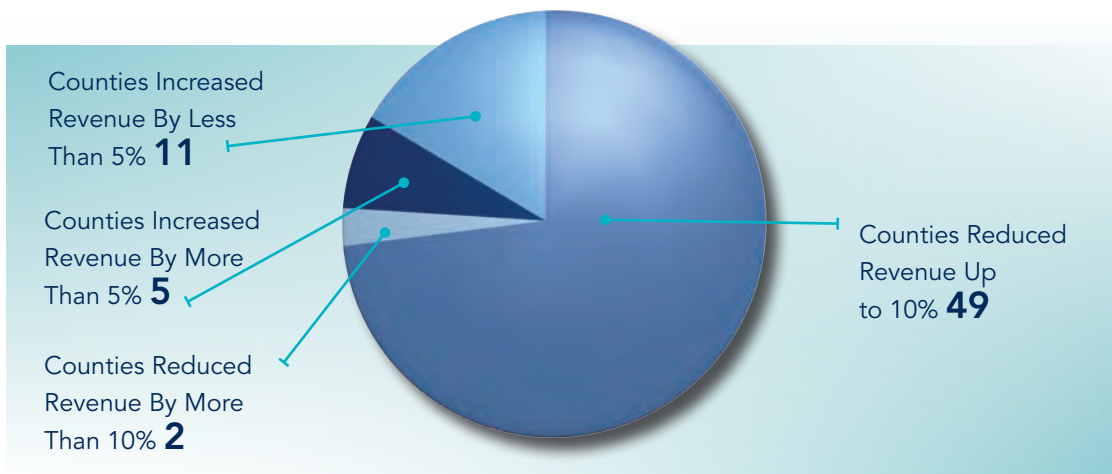
- Juvenile Justice, Courts and many other jointly funded programs and services.
- Continued efforts to develop new and diverse ideas for additional Local Savings Act concepts.
- With the impact of the BP Deepwater Oil Spill, FAC has played a key role in helping counties develop and implement strategies 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.



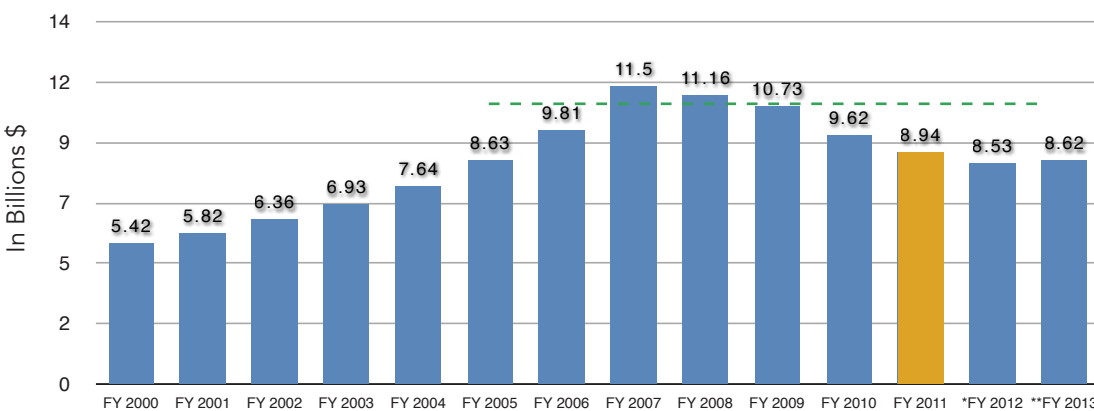
*"FAC continues to impress me with their ability to be everywhere for their members during session. They are fighting to kill one unfunded mandate and preemption after another. I cannot imagine the erosion to home rule that would occur without them working for us every day."*

- Grover Robinson,  
Escambia County  
Commissioner

## 2011 Tax Year - All Florida Counties Revenues



## County Ad Valorem Tax Levies By Year



\*FY 2012 estimated based on 2011 DR-420's; \*\*FY 2013 Projected





Cragin Mosteller  
Communications  
Director



*FAC News Clips topped 1,000 subscribers this year, guaranteeing FAC and our home rule message touches leaders across the state.*

## What Happened

- FAC joined with cities and schools to launch the Keep It Local, Florida campaign. The campaign is dedicated to grassroots efforts advocating for home rule and local control.
- FAC visited 14 editorial boards this year advocating on behalf of county issues and the importance of home rule.

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### MEMBER BENEFIT:

FAC social platforms and news clips provide members with information in real time on what is happening in Tallahassee that will impact their communities.

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## What Will Happen

- FAC will be building with our coalition partners the Keep It Local Florida network ensuring that the principals surrounding home rule can reach tens of thousands of Florida's citizens.
- FAC will offer continuing education opportunities in communications and social networking to its members, as a member benefit, to provide ongoing growth opportunities.
- FAC will be bringing the FAC Directory online so that members and citizens can access their county commissioners and staff online and in real time.



*FAC will be bringing the FAC Directory online.*



Latoya Washington  
Membership and  
Marketing Coordinator

## What Happened

- FAC has visited each member county throughout the year to hear about the struggles you are facing and the good things going on in your county. In addition FAC shared our legislative hot topics, Enterprise programs, and FAC educational opportunities.
- Membership Survey: FAC disseminated an executive summary of the results of the membership survey. The survey results will help FAC better serve our member counties.
- Ambassador Program & Survey: FAC conducted the Ambassador program for a second rotation, encouraging new commissioners to connect with tenured commissioners. In addition, FAC conducted a survey of the Ambassador Program, to improve the program for the 2012 elections.

## What Will Happen

- Enterprise Programs: 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.
- 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 & ACC program.
- Member Recognition: FAC is continuously looking for ways to increase recognition of our members and thank them for their service to the Association.



*"It was great to have an experienced commissioner that I could turn to for advice. The FAC Ambassador Program made the transition to elected office easier and I look forward to helping the new commissioner class of 2012."*

*- Jim Melvin,  
Santa Rosa County  
Commissioner*



*Senator Bob Graham  
speaks to members at  
Annual Conference.*

*Governor Rick  
Scott and Ann  
Scott wave to  
attendees on the  
FAC balcony  
during the  
Inaugural Parade.*



*FAC Executive Director Chris Holley speaks with Broward County Commissioner Kristin Jacobs and Palm Beach County Commissioner Karen Marcus.*

# Letter from the Executive Director



As the economic recession continues to offer its obstacles and challenges, 2011 brought personal challenges for me that have allowed me to put our recession into perspective and realize true thankfulness for health, friends and family.

Over the past year, as most of you know, I was diagnosed, treated and overcame throat cancer. And while I hate to be cliché there is no denying the impact a serious illness can have on your perspective and outlook on life.

I come back to FAC more committed than ever to the principal of home rule. FAC is dedicated to killing any legislation that preempts the authority of our counties and stopping unfunded mandates from being placed on the shoulders of our local taxpayers.

Over the last year, FAC joined with our friends at the cities and school boards to launch a unified effort to preserve and protect home rule – [www.keepitlocalflorida.org](http://www.keepitlocalflorida.org). This campaign will continue to operate over the coming year to apply the principal that government closest to the people governs best. From pensions to property taxes, the legislature continues its assault on home rule and FAC is there every step of the way.

We need your help and commitment to Keep It Local, Florida – share it with your friends and advisors. Pass on emails and videos to spread the word that home rule isn't just a slogan but a fundamental principal of the vision of less government.

The last year has made me bold to share my pride in our association and our counties. Over the last four years, each of you has embodied the idea of 'public servant' – making tough choices while responding to your citizens as they asked each of us to do more with less. And we have – since 2008 counties have cut more than \$3 billion. There has been no avoiding these tough choices but if our communities are going to continue to be a desirable place to live and work, we must find a way to invest in our infrastructure and our communities.

We can succeed by working together in the fight to preserve home rule for the betterment of our critical and quality of life services.

Sincerely,

A handwritten signature in blue ink that reads 'Chris L. Holley'.

Christopher L. Holley  
Executive Director



## Executive

Christopher L. Holley – *Executive Director*

Valerie Rogers – *Executive Assistant to the Executive Director*

## General Counsel

Virginia “Ginger” Delegal – *Deputy Executive Director & General Counsel*

Gail Ricks – *Senior Executive Assistant*

## Legislative

John W. Smith – *Legislative Director*

Eric Poole – *Assistant Legislative Director*

Davin Suggs – *Senior Legislative Advocate*

Stephen James – *Legislative Staff Attorney*

Heather Wildermuth – *Senior Legislative Advocate*

Tracy Kusmierz – *Senior Legislative Executive Assistant*

Tiffany McCaskill – *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*

Connie Osborn – *Fiscal Coordinator*

Sue Hopkins – *Accounting Assistant*

Barbara Bundy – *Receptionist*

## Information & Technology

Bobby Swandol – *Information Technology Manager*

Christine Childs – *Database & IT Infrastructure Coordinator*

## Education & Events

Letreze Gooding – *Director of Education & Events*

Kelli Williams – *Events Manager*

Becky Berentsen – *Executive Assistant*

## Communications

Cragin Mosteller – *Communications Director*



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MY  
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VISION

