



# 2025-2026 BOARD OF DIRECTORS HANDBOOK

# TABLE OF CONTENTS

## **INTRODUCTION**

FAC Mission and Information .....	5
-----------------------------------	---

## **STRATEGIC PLAN**

FAC 2025-2035 Strategic Plan .....	6
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## **OFFICERS AND DIRECTORS**

Board Responsibilities .....	7
Officers and Directors .....	8

## **ASSOCIATION STAFF**

FAC Staff Information.....	11
----------------------------	----

## **LEGAL**

General Counsel and Legislative Counsel .....	13
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## **PUBLIC POLICY**

Legislative Policy Committees.....	14
Policy Committee Responsibilities .....	16
Legislative Executive Committee.....	17
2025-26 Policy Committee Chairs and Vice Chairs .....	18

## **ASSOCIATION FINANCES**

Financial Information-at-a-Glance.....	21
2025-26 Finance and Audit Committee .....	22

## **EXTERNAL AFFAIRS**

Communications Overview .....	23
Business Solutions and Program Partners .....	26

## **INSTITUTE FOR COUNTY GOVERNMENT**

ICG Mission and Programs .....	28
2025-2027 Board of Directors .....	31
Certified County Commissioner Education Program .....	32
Advanced County Commissioner Education Program .....	33
County Government Education Program.....	34
ICG Calendar 2025-2026 .....	35

## **CALENDAR OF EVENTS: 2025-2026**

FAC Calendar of Events.....	35
NACo Calendar of Events.....	35



# WELCOME

Welcome to the Florida Association of Counties Board of Directors, and congratulations! Whether this is your first year or fifth year on the Board, I express my gratitude to you and your willingness to lead. The Board of Directors is the backbone of our association, and it ensures that every county has representation. Our goal is to facilitate productive conversations and challenge one another to find innovative solutions rooted in our mission: Advocacy, Collaboration and Education.

The upcoming year will be difficult for local government. With ongoing conversations about property taxes to the introduction of new initiatives like DOGE, and the push from legislators to increase preemptions and mandates, strong leadership is essential. Through our advocacy efforts, we will remain at the forefront of these discussions and ensure that the voice of local government is heard in the legislative process.

Through collaboration, we will work hand in hand to protect local governance, for the benefit of the Floridians who elected us. By uniting Florida's 67 counties, we will use our diversity as a strength and lead with a shared purpose.

Through education, we will grow as elected officials equipping ourselves with the knowledge needed to navigate the complexities of local government. Working to grow the Institute of County Government's education courses, we can inspire our peers to pursue these opportunities and help develop the next generation of local leaders.

Looking at the group who were hand-selected to be on this Board, I am looking forward to a very successful year. Please do not hesitate to reach out to me or any member of the FAC staff for any questions you may have. We are here to support you.

Once again, congratulations! Let's do this!

A handwritten signature in dark ink that reads "Michelle Lincoln". The signature is written in a cursive, flowing style.

Michelle Lincoln, President  
Monroe County



# WELCOME

Dear FAC Board Members,

Your service on the FAC Board of Directors provides the Association with an opportunity to capitalize on your experience both as elected officials and professionals within your communities. The guidance and expertise you provide helps FAC meet the diverse needs of Florida's counties.

We are in an exciting new era of growth and innovation as we launch the 2025-35 Strategic Plan. In doing so, we continue to build our reputation for data and research. As we focus on becoming the most trusted resource, we are also positioning ourselves to better fend off the national fight against home rule and property taxes. In addition, we are broadening corporate relations to provide counties with business solutions to meet their ever-changing needs while at the same time growing revenue for the Association. Through the expansion of the Institute for County Government (ICG), we are diversifying educational opportunities for commissioners and staff.

As leaders within our organization, we will look to you to guide staff as well as the general membership through the implementation of our initiatives. Please remember that FAC staff are always available to answer any questions that you have. Thank you for your service.

Sincerely,

Virginia "Ginger" Delegal  
FAC Executive Director





## LOCATION

FAC's offices are located in Leon County, just steps from the State Capitol at **100 South Monroe Street Tallahassee, Florida 32301.**

FAC's staff can be reached at **(850) 922-4300.**

# INTRODUCTION

## FAC MISSION

The Florida Association of Counties helps Florida's counties effectively serve and represent their communities through Advocacy, Collaboration, and Education.

## MEMBERSHIP

The 67 county members are represented within the Association by their county commissioners, totaling 377 statewide. The Association's constituency also includes appointed county officials, such as administrators/managers, attorneys and other professional county governmental personnel.

## GOVERNANCE

FAC is governed by a Board of Directors composed of one county commissioner from each state senate district (40); five executive officers; six county commissioners appointed at-large with no more than three of the six from counties with population of 75,000 or more; and past presidents of FAC. In addition, the chairpersons or designees of the Institute for County Government (ICG), Florida Association of Counties Trust (FACT), Florida Local Government Investment Trust (FLGIT), and Florida Local Government Finance

Commission (FLGFC), if county commissioners, are full voting members of the Board of Directors. The executive officers of FAC are the President, President-Elect, First Vice President, Second Vice President and Immediate Past President. The Executive Committee conducts the business of the Association between Board meetings and recommends the hiring of an Executive Director for approval by the Board of Directors. The Executive Director conducts the daily business of the Association and hires the members of the FAC staff.



## VISITING?

There are visiting commissioner work spaces for FAC members to use when they are in Leon County.

Let Kim Morgan know ([kmorgan@fl-counties.com](mailto:kmorgan@fl-counties.com)) if you are planning to be in the capital county or just stop in. Either way, FAC is here to help.

# 2025-2035 STRATEGIC PLAN

HELP FLORIDA'S COUNTIES EFFECTIVELY SERVE THEIR COMMUNITIES THROUGH:



## ADVOCACY

### STRATEGIC DIRECTION

Expand FAC's ability to influence state and national public policy through unquestioned expertise and direct advocacy.

#### INITIATIVES:

- Proactively shape public policy issues that are important to Florida's counties at the state and national levels.
- Be THE recognized expert and on county government in Florida.
- Provide a united voice on issue of common interest and concern to Florida's counties.



## COLLABORATION

### STRATEGIC DIRECTION

Create opportunities for conversation and action on public policy, county innovations, and local solutions among county leaders and with the private marketplace.

#### INITIATIVES:

- Convene members and stakeholders on important Florida county issues through conference and events.
- Partner with governmental leaders and state and national organizations for greater impact in addressing Florida county issues.
- Communities with members and stakeholders to share ideas, inform them about important issues, and connect them for mutual benefit.



## EDUCATION

### STRATEGIC DIRECTION

Create educational opportunities that anticipate the evolving needs of county commissioners and county staff.

#### INITIATIVES:

- Deliver pre-eminent educational programming to build and equip county leaders, both elected and appointed, for the challenges of decision making.
- Quickly prepare newly elected county commissioners for the duties and responsibilities of their office so that they can use the resources of time and local taxpayers' dollars efficiently.
- Develop county leaders across the life cycle of service including county commissioners, county staff and state legislators.

## RESOURCES

Apply FAC's resources, including the physical plant, finances and investments, FAC members, FAC staff, communication tools, relationships, and governance and leadership, to support the three pillars of ACE and to accomplish the Mission.

# OFFICERS AND DIRECTORS BOARD MEMBER RESPONSIBILITIES

## WHAT ARE THE RESPONSIBILITIES OF THE BOARD?

The major duties of FAC Board members are found in Article VI of the Articles of Incorporation and Article IV of the FAC Bylaws. The Board determines the direction of the programs and policies in accordance with the stated purpose of the Association. In addition, the Board is called upon to:

- Conduct the business of the Association.
- Approve the annual budget and fiscal policies.
- Assist in the development of and approve the legislative policy platform of the Association to the benefit of member counties.
- Actively participate in advocating at the state and federal levels in support of the Association's policy positions.
- Designate standing and study committees and determine their authority, direction and limitations.
- Be an advocate for the Association.

## HOW MUCH TIME IS REQUIRED BY BOARD MEMBERS?

There are three regularly scheduled Board meetings during the 2025-26 year:

### September – FAC Innovation & Policy Conference

September 17-18, 2025

Hilton University of Florida

Alachua County

The Board approves the FAC Budget for the upcoming fiscal year and the legislative policy committees meet to begin work on the legislative platform for the upcoming legislative session. There is also a Board extended meeting on Friday, September 19th and event on the evening of Thursday, September 18th.

### November – FAC Legislative Conference

November 19-21, 2025

Grand Hyatt Tampa Bay

Hillsborough County

The Board will meet during this conference and will be provided updates from each department within the Association. In addition, other business decisions will be made by the Board.

### June – FAC Annual Conference

June 23-26, 2026

Hilton Orlando

Orange County

During this major Association conference the post session legislative report is given and the FAC audit is presented for Board approval.



## THE 2026 FAC LEGISLATIVE DAY

will be held on January 21, 2026, near the beginning of the 60-day legislative session. While there is not usually a Board meeting at this event, it is an excellent opportunity to meet with legislators as advocates on local government.



## LEARN MORE

The Association's Articles of Incorporation, Bylaws and Board Policies are available for review at [flcounties.com](http://flcounties.com).

# 2025-2026 FAC OFFICERS & DIRECTORS

## OFFICERS



### President

Commissioner Michelle Lincoln  
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### President-Elect

Commissioner Rene Flowers  
Pinellas County  
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### First Vice President

Commissioner Susan Adams  
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### Second Vice President

Commissioner Larry Harvey  
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### Immediate Past President

Commissioner Terry Burroughs  
Okeechobee County  
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## DIRECTORS

### District 1

Commissioner Michael Kohler  
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### District 2

Commissioner Danny Glidewell  
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### District 3

Commissioner Anthony Croom, Jr.  
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### District 4

Commissioner John Martin  
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### District 5

VACANT

### District 6

Commissioner Betsy Condon  
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### District 7

Commissioner Andy Dance  
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### District 8

Commissioner David Santiago  
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### District 9

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### District 10

VACANT

### District 11

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**District 13**

Commissioner Anthony Sabatini  
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**District 15**

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**District 16**

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**District 17**

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**District 18**

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**District 19**

VACANT

**District 20**

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**District 25**

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**District 26**

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**District 29**

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**District 30**

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**District 32**

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**District 33**

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**District 34**

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**District 35**

Commissioner Michael Udine  
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**District 36**

Commissioner Oliver Gilbert  
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**District 37**

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**District 38**

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**District 39**

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**District 40**

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## AT LARGE DIRECTORS

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Commissioner Clay Murphy  
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Commissioner Travis Land  
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Commissioner Ronterious Green  
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Commissioner Rick Minor  
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Commissioner Russell Melendy  
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Commissioner Hattie Taylor  
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## PAST PRESIDENTS

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Past President (2023-24)  
Bill Truex  
Charlotte County  
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Past President (2021-22)  
Commissioner Ralph Thomas  
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Past President (2017-18)  
Commissioner Chris Constance  
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Past President (2022-23)  
Commissioner Lee Constantine  
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Past President (2019-20)  
Commissioner Nick Maddox  
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Past President (2016-17)  
Commissioner Kathy Bryant  
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## AFFILIATE REPRESENTATIVES

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FACT Representative  
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ICG Representative  
Commissioner Michelle Stone  
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FLGIT Representative  
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## FAC STAFF

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# ASSOCIATION STAFF

## EXECUTIVE



Virginia "Ginger"  
Delegal  
Executive Director



Mark Logan  
Sniffen & Spellman  
General Counsel



Kim Morgan  
Financial Services &  
Executive Coordinator

## PUBLIC POLICY



Davin Suggs  
Deputy Executive  
Director



Jeff Scala  
Deputy Director



Edward Labrador  
SR. Legislative Counsel



Jason Mann  
Policy Coordinator



Courtney Mooney  
Associate Director



Peter Abello  
Associate Director

## EDUCATION AND INSTITUTE FOR COUNTY GOVERNMENT



Eric Poole  
Executive Director



Emily Anderson  
Education and  
Affiliate Manager



Christopher Mathews  
Educational Content  
Coordinator



Ashley Copeland  
Education and Affiliate  
Assistant

## EXTERNAL AFFAIRS



Cragin Mosteller  
Deputy Executive  
Director



Tracy K. Hancock  
Communications  
Manager



Latoya Washington Davis  
Corporate  
Relations Manager



LaToya Williams  
Corporate Relations  
Coordinator



Krista Sinibaldi  
Communications  
Coordinator



Kelli Williams  
Events Manager



Mariajose Contreras  
Digital Content  
Coordinator

## INTERNAL AFFAIRS & FINANCIAL SERVICES



Anna R. Doughty, CPA  
Director of Internal  
Affairs & Financial Services



Connie Roddenberry  
Accounting Manager/Loan  
Program Administrator - FLGFC



Robert Swandol  
IT Manager



Mindy Silcox  
Accounting  
Assistant



Teresa Martin  
Office Manager



Sori Sutton  
Administrative  
Assistant / Receptionist



Denise Vogelgesang  
FACT Insurance  
Manager



Kim Morgan  
Financial Services &  
Executive Coordinator



# LEGAL

The General Counsel provides legal advice and assistance to the Florida Association of Counties as it conducts the business of the Association and as it pursues the adopted goals and mission of the Association. The Office of the General Counsel and Legislative Counsel provide support services to the Florida Association of County Attorneys, Inc., a separate corporation formed by the county attorneys in Florida.



**Mark Logan**  
**Sniffen & Spellman**  
**FAC General Counsel**

Mark Logan has a career spanning over thirty years of public and private sector practice in Florida as well as Washington, D.C.

He practices in all state courts and administrative tribunals, including the Division of Administrative Hearings (DOAH), as well as before the Florida's executive branch agencies and water management districts.

Mark served for several years as the chief legal in-house counsel for a Florida-based data analytics company and federal and state contracting. He was also a founding partner of a premier lobbying and law firm in Tallahassee where he lobbied both the executive and legislative branches of government.

In Washington, D.C. Mark worked as Counsel to the United States Senate Budget Committee. Mark also was an associate in a large D.C.-based firm focusing on environmental matters, principally for large federal trade association clients.

Mark has an "AV" Rating from Martindale- Hubbell, is admitted into all Florida State Courts (1985) and the United States District Court for the Northern District of Florida. He received his J.D. from the University of Florida, College of Law (1984) and his B.B.A. from Emory University (1981).

The Legislative Counsel advocates county issues at the state and federal levels through direct participation in litigation and through the researching, drafting and filing of amicus curiae ("friend of the court") briefs in the appellate courts. FAC provides constitutional, statutory and case law analysis on a wide variety of legislative issues throughout the year. In addition, FAC works with the executive branch of the state and federal government in advocating the counties' position on a variety of issues. Finally, FAC participates in the education and training of county commissioners and their staffs throughout the state.



**Edward G. "Eddy"**  
**Labrador**  
**Sr. FAC Legislative**  
**Counsel**

Edward G. "Eddy" Labrador is the Sr. FAC Legislative Counsel. Mr. Labrador is a 34-year member of The Florida Bar and board

certified in City, County and Local Government Law since 1999.

Prior to joining FAC, Mr. Labrador worked for Broward County, where he held various positions during his 26-year career including Director of Broward County's Office of Intergovernmental Affairs and Professional Standards (OIAPS). During his tenure as OIAPS Director, Mr. Labrador provided executive direction and leadership regarding several key county programs, including federal, state, and local governmental relations. Mr. Labrador also served as Legislative Counsel for OIAPS and its predecessor, the Office of Public and Governmental Relations; and as an Assistant County Attorney.

Prior to his career with Broward County, Mr. Labrador also served as staff counsel for the Florida House of Representatives' Committee on Insurance. Additionally, he served as a senior attorney/assistant general counsel for the Florida Agency for Health Care Administration.

Mr. Labrador received a Bachelor of Science degree in criminal justice from Florida International University in 1984, and his Juris Doctor in 1989 from Cumberland School of Law of Samford University in Birmingham, AL.

# PUBLIC POLICY

The Florida Association of Counties has a deliberative, consensus-built policy development process. The goal is to solicit and develop policy statements on legislative issues affecting county government. Through participation in legislative policy committees county officials identify, discuss, and ultimately vote on issues to be in FAC's Legislative Program. Each policy committee has one presidentially-appointed Chair and Vice Chairs as well as a number of volunteer Policy Leaders. The FAC Legislative Action Plan is comprised of two parts: Guiding Principles (which are effective from year to year, unless modified at the Closing Session of the Legislative Conference) and Policy Proposals (which are effective for one year, from Closing Session of the Legislative Conference to the next).

## **FAC Legislative Policy Committees:**

- Finance, Tax, & Administration (FTA)
- Health, Safety, & Justice (HSJ)
- Water & Environmental Sustainability (WES)
- Agriculture & Rural Affairs (ARA)
- Community & Urban Affairs (CUA)
- Federal (Fed)
- Future Technology (TECH)
- Presidential Select Committee on Preemption

## **Policy Committee Roles and Responsibilities**

- FAC policy committees are referred to as "committees of the whole," meaning that any FAC member county commissioner can volunteer (no later than May 15 of any year) to serve on any and all policy committees and that committee participation is open to any interested county commissioner who is in attendance at the policy committee meetings that take place during conferences, however, only approved policy leaders for each committee have voting privileges.
- Any volunteers seeking to serve as a Policy Leader after August 1 of any given year, must notify the Chair and Vice Chair of the desired appointment. The Chair and Vice Chair of that committee will then petition the President for acceptance or denial of that request. Only Policy Leaders, the Chair, and Vice Chair have voting privileges in their respective committees. Newly elected or appointed commissioners may volunteer by December 31 of the year in which they are elected or appointed. The President will appoint these persons to their committees of choice. County staff persons and non-committee members are strongly encouraged to participate in the discussion and provide input but are not permitted to vote.

- Each policy committee includes one presidentially appointed Chair and Vice Chairs, and several presidentially appointed Policy Leaders. These roles collectively serve as the Committee Leadership for the respective policy committees.
- Each policy committee has one FAC staff point person, who coordinates Committee Leadership calls, policy committee meetings, and provides education on issues within the committee's purview.
- The Committee Leadership of each committee will have at least one meeting via conference call prior to the Innovation & Policy Conference to discuss the policy development process and Committee Leadership expectations during that conference.
- During the Innovation & Policy Conference, the Committee Leadership, led by the committee Chair and/or Vice Chair and with support from FAC staff, will consider and make recommendations on each policy proposal submitted for consideration. The county submitting the proposal will be responsible for presenting the issue to the committee. Each county submitted proposal must indicate whether the submitting county's BoCC supports the proposal or that that proposal has regional authority support. FAC staff will present FAC-submitted proposals.

## **Procedures for Legislative Policy Development**

- Policies: Single-purpose statements addressing a specific issue or piece of legislation. Policies must address an issue of statewide, regional, or significant and widespread impact and cannot promote individual county or project appropriations. Individual counties or commissioners, or FAC staff may submit Policy Proposals.
- Guiding Principles: General policy principles of statewide importance that are relevant over several years at a time and over several individual policy issues. These statements exist automatically from year to year unless they are modified at the Legislative Conference's Closing Session by the membership.
- Policy Proposals: Proposed policies can be submitted by completing the Policy Proposal Submission Form, which is due 30 days prior to the first Legislative Executive Committee meeting of either the Innovation & Policy Conference or the Legislative Conference, whichever is sooner. Emergency submissions will be considered only upon action by the majority of the



deadline that address regulatory or legislative matters that could not have been foreseen 30 days before the conference, and are issues of a such timely nature that FAC should consider them immediately. Inaction by the submitter is not such an emergency. FAC will not accept or present for discussion and debate any policy proposals that are not sponsored by a county.

- **Vetting of Policy Proposals:** Upon submission, FAC staff will vet proposed policies to determine whether they fall within the Policy definition criteria. Proposals that meet the definition criteria will be assigned to a policy committee. During the Innovation & Policy Conference, Committee Leadership of each respective committee will meet to discuss the assigned proposals. At the Innovation & Policy Conference and the Legislative Conference, committees may act on policy proposals in the following ways: accept, defer, or reject. Any proposal may be modified by a committee before final action is taken.
- **Voting Procedures:** Each policy committee will call the meeting to order and carry out the meeting agenda. In the event that the chair is unavailable, a vice chair will preside over the meeting. Only Policy Leaders, the Chair, and Vice Chair have voting privileges. County staff persons and non-committee members are strongly encouraged to participate in the discussion and provide input but are not permitted to vote.
- **Procedural Rules –** The latest edition of Robert's Rules of Order as presented to the chair by FAC staff will be used to govern the conduct of committees. The Chair of each committee will take each vote to a roll call vote unless the vote is unanimous.

## Legislative Executive Committee (LEC)

- The role of Legislative Executive Committee (LEC) is to provide statewide leadership during the policy development process and to approve the policy statements recommended by the respective policy committees at the end of the Legislative Conference.
- The LEC is comprised of the following members: the FAC Executive Committee; and the Chairs and Vice Chairs of each policy committee and the past FAC Presidents still in office.
- Policy Leaders are permitted to attend LEC meetings, but they are not permitted to vote.
- The LEC meets prior to or during both the Innovation & Policy Conference and the Legislative Conference, once prior to committee meetings beginning and once at the conclusion of committee work.
- At least one Chair or Vice Chair of each policy committee must attend the LEC meeting and provide a brief description of the policy proposals to be discussed at its committee meeting and the outcome of those discussions. During the first LEC meeting of each policy development conference, any policy committee chair (or vice chair if chair is absent) may claim cross jurisdiction of a policy proposal and have it heard in an additional committee. Such a claim will be effective unless the LEC votes, upon proper motion and by a major of those present, to prohibit such cross jurisdiction.
- During the course of the legislative session, the LEC meets weekly via conference call (usually on Friday mornings) and is responsible for any revision, modification, deletion or addition to the policy statements adopted by the membership and may make interim policy decisions as needed.



# FAC LEGISLATIVE POLICY COMMITTEES

## Policy Committees

FAC's policy committees are tasked to develop and recommend an annual statewide legislative platform, the Legislative Action Plan, for FAC based on each of the issue areas under their jurisdiction.

### Finance, Tax and Administration (FTA)

The FTA committee primarily will consider and address issues including, but not limited to, the following:

- Taxation
- Local Revenue
- State Shared Revenue
- Economic Development
- Local Fiscal Administration
- Local Administrative and Management Issues
- Intergovernmental Relations (Constitutional Officers)
- Public Records
- Elections
- Ethics
- Florida Retirement System
- Utilities

### Health, Safety and Justice (HSJ)

The HSJ committee primarily will consider and address issues including, but not limited to, the following:

- Behavioral and Mental Health
- Healthcare and Human Services Funding
- Healthcare and Human Services Policy
- Emergency Medical Services
- Law Enforcement, Juvenile Justice & Corrections
- Substance Use Disorder Prevention and Treatment
- Emergency Management
- Emergency Communications
- Judiciary – Article V

### Future Technology (TECH)

The TECH committee will focus on emerging technology policy as counties adapt their governance to 21st Century modernization and the evolving opportunities to provide efficiencies in service delivery. This includes but is not limited to, the following:

- Artificial Intelligence
- Broadband Deployment and Adoption
- Cybersecurity
- Information Technology
- Privacy, Standards, and Guardrails

### Water and Environmental Sustainability (WES)

The WES Committee will consider all state and federal issues related to water and environmental policy, including, but not limited to, the following:

- Water Quality
- Water Quantity
- Water Infrastructure
- Funding Issues
- Interstate Issues
- Waste and Pollution
- Utilities and Energy
- Resiliency

### Agriculture and Rural Affairs (ARA)

The ARA committee primarily will consider and address issues including, but not limited to, the following:

- Agriculture
- Rural Development Programs
- Rural Infrastructure
- Rural Housing
- Fiscally Constrained Counties
- Food Access

### Community and Urban Affairs (CUA)

The CUA committee primarily will consider and address issues including, but not limited to, the following:

- Growth Management
- Development, Planning and Zoning
- State and Regional Transportation
- Strategic Intermodal System Issues
- Affordable Housing

### Presidential Select Committee on Preemption

This committee is an ad hoc committee established by the FAC President to address state policy issues and concerns regarding preemption.

### Federal Policy Committee

FAC maintains and facilitates a Federal Policy Committee to address similar policy issues encountered at the state level but that are initiated at the federal level.



# LEGISLATIVE EXECUTIVE COMMITTEE

**Commissioner Michelle Lincoln**  
Monroe County

**Commissioner Rene Flowers**  
Pinellas County

**Commissioner Susan Adams**  
Indian River County

**Commissioner Larry Harvey**  
Putnam County

**Commissioner Terry Burroughs**  
Okeechobee County

**Commissioner Bill Truex**  
Charlotte County

**Commissioner Chris Constance**  
Charlotte County

**Commissioner Ralph Thomas**  
Wakulla County

**Commissioner Lee Constantine**  
Seminole County

**Commissioner Nick Maddox**  
Leon County

**Commissioner Kathy Bryant**  
Marion County

**Commissioner Betsy Condon**  
Clay County

**Commissioner Russell Melendy**  
Hardee County

**Commissioner Danny Glidewell**  
Walton County

**Commissioner Ken Cornell**  
Alachua County

**Commissioner Steve Geller**  
Broward County

**Commissioner Bobby Powell**  
Palm Beach County

**Commissioner Kathryn Starkey**  
Pasco County

**Commissioner Marleine Bastien**  
Miami-Dade County

**Commissioner Michael Kohler**  
Escambia County

**Mayor Jerry Demings**  
Orange County

**Commissioner Carl Zalak**  
Marion County

**Commissioner Rebecca Bays**  
Citrus County

**Commissioner George Kruse**  
Manatee County

**Commissioner Jessica Ward**  
Franklin County

**Commissioner Rick Minor**  
Leon County

**Commissioner Gregg Weiss**  
Palm Beach County

**Commissioner Jack Mariano**  
Pasco County

**Commissioner Sean Parks**  
Lake County

**Commissioner Holly Raschein**  
Monroe County

**Commissioner Christian Whitehurst**  
St. Johns County

**Commissioner Brian Hamman**  
Lee County



# PUBLIC POLICY

## 2025-2026 FAC POLICY CHAIRS, VICE CHAIRS, & POLICY LEADERS

### Finance, Tax & Administration

Mayor Jerry Demings, Orange County, Chair  
Commissioner Carl Zalak, Marion County, Vice Chair  
Commissioner Rebecca Bays, Citrus County, Vice Chair

#### Policy Leaders

Commissioner Steve Geller, Broward County  
Commissioner Michael Udine, Broward County  
Commissioner Chris Constance, Charlotte County  
Commissioner Bill Truex, Charlotte County  
Commissioner Betsy Condon, Clay County  
Commissioner Jim Renninger, Clay County  
Councilman Raul Arias, Duval County  
Commissioner Michael Kohler, Escambia County  
Commissioner Ricky Jones, Franklin County  
Commissioner Alonzetta Simpkins, Gadsden County  
Commissioner Russell Melendy, Hardee County  
Commissioner Ramon Iglesias, Hendry County  
Commissioner Arlene Tuck, Highlands County  
Commissioner Laura Moss, Indian River County  
Commissioner Nick Maddox, Leon County  
Commissioner Rick Minor, Leon County  
Commissioner Ronnie Moore, Madison County  
Commissioner George Kruse, Manatee County  
Commissioner Michelle Stone, Marion County  
Commissioner Matt McClain, Marion County  
Commissioner John Martin, Nassau County  
Commissioner Maria Marino, Palm Beach County  
Commissioner Jack Mariano, Pasco County  
Commissioner Ray Eddington, Santa Rosa County  
Commissioner Teresa Mast, Sarasota County  
Commissioner Lee Constantine, Seminole County  
Commissioner Christian Whitehurst, St. Johns County  
Commissioner James Clasby, St. Lucie County  
Commissioner Donna Jackson, Union County  
Commissioner Danny Glidewell, Walton County

### Agricultural & Rural Affairs

Commissioner Betsy Condon, Clay County, Chair  
Commissioner Russell Melendy, Hardee County, Vice Chair  
Commissioner Danny Glidewell, Walton County, Vice Chair

#### Policy Leaders

Commissioner Jimmy Anderson, Baker County  
Commissioner Chris Dougherty, Bradford County  
Commissioner Tom Goodson, Brevard County  
Commissioner Chris Constance, Charlotte County  
Commissioner Ken Doherty, Charlotte County  
Commissioner Rebecca Bays, Citrus County  
Commissioner Tim Murphy, Columbia County  
Commissioner Elton Langford, DeSoto County  
Commissioner JC Deriso, DeSoto County  
Commissioner Mark Hatch, Dixie County  
Councilwoman Ju'Coby Pittman, Duval County  
Commissioner Jessica Ward, Franklin County  
Commissioner Anthony Croom, Franklin County  
Commissioner Ricky Jones, Franklin County

Commissioner Brenda Holt, Gadsden County  
Commissioner Darrell Smith, Gilchrist County  
Commissioner Bill Martin, Gilchrist County  
Commissioner Jefferson Barnes, Glades County  
Commissioner Hattie Taylor, Glades County  
Commissioner Tim Stanley, Glades County  
Commissioner Jeff Patterson, Glades County  
Commissioner Richie McCoy, Hamilton County  
Commissioner Noey Flores, Hardee County  
Commissioner Emma Byrd, Hendry County  
Commissioner Michael Atkinson, Hendry County  
Commissioner Ramon Iglesias, Hendry County  
Commissioner Chris Campbell, Highlands County  
Commissioner Arlene Tuck, Highlands County  
Commissioner Christine Miller, Hillsborough County  
Commissioner Willie Spiers, Jackson County  
Commissioner Anthony Adams, Lafayette County  
Commissioner Sean Parks, Lake County  
Commissioner Nick Maddox, Leon County  
Commissioner Johnny Hiers, Levy County  
Commissioner Derrick Arnold, Liberty County  
Commissioner Ronnie Moore, Madison County  
Commissioner George Kruse, Manatee County  
Commissioner Matt McClain, Marion County  
Commissioner Eileen Vargas, Martin County  
Commissioner Paul Mixon, Okaloosa County  
Commissioner Maria Marino, Palm Beach County  
Commissioner Becky Troutman, Polk County  
Commissioner Leota Wilkinson, Putnam County  
Commissioner Bobby Burkett, Santa Rosa County  
Commissioner Rhett Rowell, Santa Rosa County  
Commissioner Lee Constantine, Seminole County  
Commissioner James Clasby, St. Lucie County  
Commissioner Erin Lowry, St. Lucie County  
Commissioner Cathy Townsend, St. Lucie County  
Commissioner Maurice Perkins, Suwannee County  
Commissioner Travis Land, Suwannee County  
Commissioner Thomas Damps, Taylor County  
Commissioner Michael Newman, Taylor County  
Commissioner Donna Jackson, Union County  
Commissioner Melissa McNeal, Union County  
Commissioner Fred Nichols, Wakulla County

### Community & Urban Affairs

Commissioner Ken Cornell, Alachua County, Chair  
Commissioner Steve Geller, Broward County, Vice Chair  
Commissioner Bobby Powell, Palm Beach County, Vice Chair

#### Policy Leaders

Commissioner James Bennett, Baker County  
Commissioner Chris Constance, Charlotte County  
Commissioner Ken Doherty, Charlotte County  
Commissioner Bill Truex, Charlotte County  
Commissioner Rebecca Bays, Citrus County  
Commissioner Holly Davis, Citrus County  
Commissioner Mark Hatch, Dixie County  
Councilwoman Ju'Coby Pittman, Duval County  
Councilman Raul Arias, Duval County

Commissioner Jack Husband, Gulf County  
Commissioner Arlene Tuck, Highlands County  
Commissioner Michael Atkinson, Hendry County  
Commissioner Laura Moss, Indian River County  
Commissioner Sean Parks, Lake County  
Commissioner Brian Hamman, Lee County  
Commissioner Nick Maddox, Leon County  
Commissioner Rick Minor, Leon County  
Commissioner George Kruse, Manatee County  
Commissioner Eileen Vargas, Martin County  
Commissioner Juan Carlos Bermudez, Miami-Dade County  
Commissioner Eileen Higgins, Miami-Dade County  
Mayor Jerry Demings, Orange County  
Commissioner Maribel Gomez Cordero, Orange County  
Commissioner Mayra Uribe, Orange County  
Commissioner Peggy Choudhry, Osceola County  
Commissioner Maria Marino, Palm Beach County  
Commissioner Gregg Weiss, Palm Beach County  
Commissioner Kathryn Starkey, Pasco County  
Commissioner Ray Eddington, Santa Rosa County  
Commissioner Lee Constantine, Seminole County  
Commissioner James Clasby, St. Lucie County  
County Chair Jeff Brower, Volusia County  
Commissioner Quincee Messersmith, Wakulla County  
Commissioner Donna Johns, Walton County

## Health, Safety & Justice

Commissioner George Kruse, Manatee County, Chair  
Commissioner Jessica Ward, Franklin County, Vice Chair  
Commissioner Rick Minor, Leon County, Vice Chair

### Policy Leaders

Commissioner Mary Alford, Alachua County  
Commissioner Chris Dougherty, Bradford County  
Commissioner Katie Delaney, Brevard County  
Commissioner Scott Monlyn, Calhoun County  
Commissioner Chris Constance, Charlotte County  
Commissioner Rebecca Bays, Citrus County  
Commissioner Michael Kohler, Escambia County  
Commissioner Andy Dance, Flagler County  
Commissioner Anthony Croom, Franklin County  
Commissioner Ricky Jones, Franklin County  
Commissioner Jack Husband, Gulf County  
Commissioner Russell Melendy, Hardee County  
Commissioner Emory Howard, Hendry County  
Commissioner Michael Atkinson, Hendry County  
Commissioner Clint Erikson, Holmes County  
Commissioner Joseph Earman, Indian River County  
Commissioner Joseph Flescher, Indian River County  
Commissioner Nick Maddox, Leon County  
Commissioner Carl Zalak, Marion County  
Commissioner Paul Mixon, Okaloosa County  
Mayor Jerry Demings, Orange County  
Commissioner Maribel Gomez Cordero, Orange County  
Commissioner Bobby Burkett, Santa Rosa County  
Commissioner Ray Eddington, Santa Rosa County  
Commissioner Lee Constantine, Seminole County  
Commissioner Danny Glidewell, Walton County  
Commissioner Ashlynn Marquez, Washington County

## Federal Policy

Commissioner Kathryn Starkey, Pasco County, Chair  
Commissioner Marleine Bastien, Miami-Dade County, Vice Chair  
Commissioner Michael Kohler, Escambia County, Vice Chair

### Policy Leaders

Commissioner Chris Constance, Charlotte County  
Commissioner Ken Doherty, Charlotte County  
Commissioner Rebecca Bays, Citrus County  
Commissioner Greg Hansen, Flagler County  
Commissioner Arlene Tuck, Highlands County  
Commissioner Harry Cohen, Hillsborough County  
Commissioner Sean Parks, Lake County  
Commissioner Brian Hamman, Lee County  
Commissioner Nick Maddox, Leon County  
Commissioner Tal Siddique, Manatee County  
Commissioner George Kruse, Manatee County  
Commissioner Craig Curry, Marion County  
Commissioner Rene Garcia, Miami-Dade County  
Commissioner Paul Mixon, Okaloosa County  
Mayor Jerry Demings, Orange County  
Commissioner Peggy Choudhry, Osceola County  
Commissioner Maria Marino, Palm Beach County  
Commissioner Jack Mariano, Pasco County  
Commissioner Kathleen Peters, Pinellas County  
Commissioner Lee Constantine, Seminole County  
Commissioner Christian Whitehurst, St. Johns County  
Commissioner James Clasby, St. Lucie County

## Water & Environmental Sustainability

Commissioner Holly Raschein, Monroe County, Chair  
Commissioner Brian Hamman, Lee County, Vice Chair  
Commissioner Christian Whitehurst, St. Johns County, Vice Chair

### Policy Leaders

Commissioner Mary Alford, Alachua County  
Commissioner Thad Altman, Brevard County  
Commissioner Chris Constance, Charlotte County  
Commissioner Ken Doherty, Charlotte County  
Commissioner Bill Truex, Charlotte County  
Commissioner Rebecca Bays, Citrus County  
Commissioner Holly Davis, Citrus County  
Commissioner Betsy Condon, Clay County  
Commissioner Burt Saunders, Collier County  
Commissioner Andy Dance, Flagler County  
Commissioner Jessica Ward, Franklin County  
Commissioner Ricky Jones, Franklin County  
Commissioner Ronterious Green, Gadsden County  
Commissioner Darrell Smith, Gilchrist County  
Commissioner Jefferson Barnes, Glades County  
Commissioner Hattie Taylor, Glades County  
Commissioner Tim Stanley, Glades County  
Commissioner Noey Flores, Hardee County  
Commissioner Ramon Iglesias, Hendry County  
Commissioner Harry Cohen, Hillsborough County  
Commissioner Joseph Earman, Indian River County  
Commissioner Laura Moss, Indian River County  
Commissioner Sean Parks, Lake County  
Commissioner Brian Hamman, Lee County  
Commissioner Nick Maddox, Leon County  
Commissioner George Kruse, Manatee County  
Commissioner Tal Siddique, Manatee County  
Commissioner Eileen Vargas, Martin County  
Commissioner Juan Carlos Bermudez, Miami-Dade County



Commissioner Rene Garcia, Miami-Dade County  
 Commissioner Paul Mixon, Okaloosa County  
 Commissioner Cheryl Grieb, Osceola County  
 Commissioner Maria Marino, Palm Beach County  
 Commissioner Gregg Weiss, Palm Beach County  
 Commissioner Jack Mariano, Pasco County  
 Commissioner Bill Braswell, Polk County  
 Commissioner Leota Wilkinson, Putnam County  
 Commissioner Bobby Burkett, Santa Rosa County  
 Commissioner Mark Smith, Sarasota County  
 Commissioner Lee Constantine, Seminole County  
 Commissioner James Clasby, St. Lucie County  
 Commissioner Danny Glidewell, Walton County  
 Commissioner David Corbin, Washington County

Commissioner Chris Dougherty, Bradford County  
 Commissioner Chris Constance, Charlotte County  
 Commissioner Ramon Iglesias, Hendry County  
 Commissioner Chris Campbell, Highlands County  
 Commissioner Brian Hamman, Lee County  
 Commissioner Nick Maddox, Leon County  
 Commissioner Rick Minor, Leon County  
 Commissioner Tal Siddique, Manatee County  
 Commissioner Michelle Stone, Marion County  
 Commissioner Eileen Higgins, Miami-Dade County  
 Commissioner Paul Mixon, Okaloosa County  
 Commissioner Peggy Choudhry, Osceola County  
 Commissioner Lee Constantine, Seminole County  
 Commissioner James Clasby, St. Lucie County  
 Councilman David Santiago, Volusia County  
 Commissioner Ralph Thomas, Wakulla County

### Future Technology Policy Committee

Commissioner Gregg Weiss, Palm Beach County, Chair  
 Commissioner Sean Parks, Lake County, Vice Chair  
 Commissioner Jack Mariano, Pasco County, Vice Chair

### Policy Leaders





# ASSOCIATION FINANCES

## FAC's Financial Information At-a-Glance



### Fiscal Year:

November 1 through October 31



### Investments:

Investments are guided by the Association's investment policy.



### Oversight:

Finance & Audit Committee – This standing committee is established under Article X of the FAC Bylaws and is chaired by the FAC President-Elect. The committee meets at least semi-annually and reports to the Executive Committee and Board of Directors.



### Other Assets/ Commitments:

FAC owns 4 adjacent buildings (approx. 15,000 SQF) in Leon County, Florida which form the headquarters for the Association. Currently, the Association leases approximately 1/5 of the space to outside tenants. The buildings are estimated to be worth approximately \$2.8 million and are owned outright.



### Budgets:

Budget is approved at the Board of Director's meeting held in conjunction with the Fall Innovation and Policy Conference. The FY2023/24 budget totals \$6 million, of which 33% is funded from member dues. The remainder is funded from such member services as conferences, publications, and business solutions, as well as other income such as investment and rental income.



### Internal Controls:

The Association has implemented various policies over the past twenty years. These policies are reviewed periodically and new policies are instituted as needed.



### Fiscal Goals:

To maintain fiscal stability necessary for the ongoing operations of the Association and to develop the fiscal infrastructure necessary to fund future growth of the organization, as outlined in the FAC Strategic Plan.



### Reporting:

Internal financial statements are produced monthly and distributed to management staff. Financials are also provided to the Finance & Audit Committee, Executive Committee and Board of Directors on a periodic basis or in conjunction with meetings.



### Reserves:

FAC policy provides for a goal of 12 months of operating reserves and the funding of capital reserves on an annual basis. In addition, FAC has created additional reserves such as Public Awareness Reserve, Litigation Fund, and Business Development Fund Reserves. The total of all reserves is approximately \$6.8 million as of FYE2024.



### Audit Functions:

The Association is audited annually by an independent auditor and the audit results are reported directly to the Finance & Audit Committee. Since FY1995/96, the Association has received unqualified/unmodified opinions.

# FINANCE AND AUDIT COMMITTEE

## Voting Members

### **Commissioner Rene Flowers, Chair**

Pinellas County  
315 Court St., 5th Fl.  
Clearwater, FL 33756  
PH: (727) 464-3022

### **Commissioner Ken Cornell**

Alachua County  
12 SE 1st St., 2nd Fl.  
Gainesville, FL 32601  
PH: (352) 264-6900

### **Commissioner Michael Udine**

Broward County  
115 S. Andrews Ave.  
Fort Lauderdale, FL 33301  
PH: (954) 357-7003

### **Commissioner Rebecca Bays**

Citrus County  
110 N. Apopka Ave., 2nd Fl.  
Inverness, FL 34450  
PH: (352) 697-1494

### **Commissioner Michael Kohler**

Escambia County  
221 S. Palafox Pl., Ste. 400  
Pensacola, FL 32502  
PH: (850) 595-4910

### **Commissioner Arlene Tuck**

Highlands County  
PO Box 1926  
Sebring, FL 33871  
PH: (863) 232-8560

### **Commissioner Michelle Stone**

Marion County  
601 SE 25th Ave.  
Ocala, FL 34471  
PH: (352) 438-2323

### **Commissioner Gregg Weiss**

Palm Beach County  
301 N. Olive Ave., 12th Fl.  
West Palm Beach, FL 33401  
PH: (561) 355-2202

## Non-Voting Technical Advisors

### **Todd Bonlarron**

Palm Beach County  
Assistant County Administrator  
301 N. Olive Ave., Ste. 1101  
West Palm Beach, FL 33401  
PH: (561) 355-4019

### **Jess McCarty**

Miami-Dade County  
Executive Assistant County Attorney  
111 N.W. 1st St., Ste. 2810  
Miami, FL 33125  
PH: (305) 375-1634

## Auditors

Thomas Howell Ferguson, P.A.  
Allison J. Harrell, CPA  
2615 Centennial Blvd., Ste. 200  
Tallahassee, FL 32308  
PH: (850) 668-8100  
atj@thf-cpa.com

# EXTERNAL AFFAIRS

The FAC communications department works with each division in the Association to communicate effectively and in conjunction with each other to best represent the Association as a whole. Communications focuses on educating Floridians and providing members the tools needed to effectively communicate the importance of home rule.

## Media Relations

Working closely with the capitol press corps and county reporters to build a relationship that is an information exchange and through which FAC is the first expert reporters consider when writing on county issues. Annually FAC visits with editorial boards across the state and educates them on FAC's legislative priorities.

## Issue Management

Through strategic initiatives, FAC strives to enhance awareness among key audiences about the role and function of county government and the impact state actions will have on county initiatives.

## FAC Web and Social Media Presence

Over the past five years the Communications department has worked to extensively increase the Association's web and social media presence as a resource for local governments. The Communications department is responsible for the FAC website, the Institute for County Government website, the FAC Research website and manages four affiliate websites. FAC has also continued to grow its social media engagement through Facebook, Twitter, Instagram and LinkedIn. The communications team in conjunction with each of the Association's departments coordinates and produces timely and relevant content to keep our members informed.

## Affiliate Websites

Communications provides support to multiple county affiliate organizations in maintaining their online presence - including website design, hosting and content management. Current affiliate partners are:

- Florida Association of County Attorneys
- Florida Association of County Managers
- Florida Association of County Engineers and Road Superintendents
- Florida Local Government Finance Program
- Florida Association of County Human Services Administrators
- Florida Local Environmental Resource Agencies

## Association Management Software

Communications is responsible for the Associations' member portal. The department works with our service provider to provide an interactive one stop shop for members to access tools and resources available to help them get the most out of their membership. This includes but is not limited to: event registration, education and certification information, access to board and committee resources, community galleries.

## Member Communications

The communications department sends regular updates to members in six primary forms

1. FAC News & Notes: A twice monthly newsletter focusing on content that benefits county services, commissioners or staff.
2. Legislative Update: Weekly during the legislative session, FAC sends an electronic bulletin updating members on legislative issues.
3. FAC News Clips: A daily publication of clippings from newspapers across the state on newsworthy items impacting Florida's counties.
4. Breaking News: Emails sent as major news impacting counties breaks; these include Action Alerts during the legislative Session.
5. Federal Updates: News and updates are sent on as needed basis to keep the membership and stakeholders informed on important congressional legislation. FAC also provides educational update to Florida's Congressional Delegation on how issues affect their districts.
6. Event Marketing: Both mass email marketing and more audience specific event promotions are sent weekly once event registration has opened.

## Video Production

The communications department produces timely Public Service Announcements to promote home rule and relevant advocacy issues.

## Membership Directory

The FAC Membership Directory is the most comprehensive listing of Florida county officials available in the state. The directory contains the names, addresses, phone numbers and email addresses for all commissioners, constitutional officers and department heads for Florida's 67 counties. The membership directory is available both in print and online.





## Publications

Communications produces several publications throughout the year:

- Annual Report and Member Benefits Statements
- FAC Calendar
- FAC County Government Revenue and Expenditures Report
- Marketing materials including: Corporate Prospectus, FAC Business Solutions booklet, branding materials for FAC programs etc.
- Legislative Priorities
- Legislative Final Report
- County Government Guide
- The Institute for County Government print materials, including: ICG Annual Report, Celebration Program (during Annual Conference) Class Schedules and Calendars, etc.
- Conference Publicity and Programs
- Annual County Membership Directory (Print)

**The FAC Communications Team is always available to help.**

### **Cragin Mosteller**

Deputy Executive Director  
cmosteller@flcounties.com

### **Tracy K. Hancock**

Communications Manager  
thancock@flcounties.com

### **Krista Sinibaldi**

Communications Coordinator  
ksinibaldi@flcounties.com

### **Mariajose Contreras**

Digital Content Coordinator  
mcontreras@flcounties.com



# PARTNER PROGRAMS

FAC's business solutions offer county members a convenient way to connect with businesses and trusted partners who are committed to helping county governments better serve their communities. FAC's business services also generate more than \$2 million, helping to reduce reliance on member dues. FAC offers a variety of ways for businesses and counties to connect.



## Business Solutions

FAC leverages the collective purchasing power of Florida's 67 counties to partner with best-in-class business organizations that deliver high quality at great value. When counties use FAC business solutions, not only does the county save time and money, it generates additional revenue for the Association, which supports FAC's mission of preserving home rule.



## Corporate Partners

The Corporate Partners Program offers business organizations a way to support Florida counties through annual sponsorship of FAC and FAC events. In return, FAC helps these organizations connect with counties that can benefit from the products and services they provide. Partnership levels include: \$25k for Platinum Level and \$15k for Gold Level.



## Sponsorships

Another way FAC helps businesses connect with counties is through one-time event sponsorships. FAC offers a variety of sponsorship options designed to give business organizations different ways to meet and engage with county leaders.

Sponsorship levels include:

- Platinum - \$15,000
- Triple Diamond - \$7,000
- Double Diamond \$5,000
- Diamond - \$3,500
- Supporter - \$1,500



## Tradeshow

FAC's Annual Tradeshow hosted at the Annual Conference allows companies unique opportunities to showcase their company's products and services to county leaders. The tradeshow is one more way FAC works to put the right tools in place for counties.



## Advertising

Whether a county is looking for new talent, or quality products and services, FAC's advertising program enables businesses and counties to promote needs and services across all Florida counties. FAC provides three different advertising avenues: News Clips, News & Notes and Job Lines.

## We're Here to Help!

### Cragin Mosteller

Deputy Executive Director  
cmosteller@flcounties.com

### Latoya Washington Davis

Corporate Relations Manager  
ldavis@flcounties.com

### LaToya Williams

Corporate Relations Coordinator  
lwilliams@flcounties.com

# FAC BUSINESS SOLUTIONS

## Florida Local Government Finance Program (Florida Local)

The Commercial Paper Loan Program is a flexible, low-interest, short- to medium-term loan program built by counties and designed to help local governments meet their infrastructure and capital needs. Backed by J.P. Morgan Chase Bank, the program helps to fund projects such as landfills, water and sewer facilities, courthouses, spring training complexes, library construction, beach re-nourishment, and more.

The Conduit Bond Program is an innovative financing tool allowing local governments to assist in financing acquisition, construction, reconstruction, improvement, rehabilitation, renovation, expansion and enlargement, or additions to, furnishing and equipping of any qualifying Private Project.

## Florida Local Government Investment Trust (Florida Trust)

The Short-Term Bond Fund is a member-governed pooled investment program designed to add value over short term alternatives while maintaining safety of principal and liquidity.

The Day to Day Fund is a money market product that provides a fiscally conservative diversification option for local governments. Both funds are professionally managed by Payden & Rygel and AAA by Fitch.

## Florida Association of Counties Trust (FACT)

FACT is a pooled risk-sharing program designed to fill the needs of local governments for liability coverage and to provide lower costs, greater stability, more flexibility and broader coverages than are generally available.

## Florida Municipal Trust (FMIT)

FAC has partnered with FMIT and the Florida League of Cities to offer bundled coverages including workers' compensation, property, first dollar deductible programs, deductible stop loss plans and self-insured retention options.

## Deferred Compensation (Nationwide)

This program provides county employees with a Section 457 Deferred Compensation Program, as well as another tool for retaining quality employees by enhancing a county's employee benefits package at no cost to the county.

## Vehicle Cooperative Purchasing Program (Florida Sheriffs Association)

The Cooperative Purchasing Program offers a statewide purchasing contract on a variety of vehicles and equipment which is available to Sheriff's offices, local government agencies, state universities and colleges and State of Florida agencies.

## Live Healthy Program (NACo/CVS Caremark)

NACo has partnered with CVS Caremark to offer relief to uninsured and underinsured Americans who face high prescription, health and dental costs. The program is free to NACo member counties and includes discounts on prescriptions, vision care, LASIK & PRK vision procedures, hearing aids & screenings, prepaid lab work, prepaid diagnostic imaging, diabetic supplies and dental care.

## Cashvest by Three Plus One

cashvest® by threeplusone® exists to find new revenue sources from current cash holdings in the public sector, to help ease the pain points that we know are faced by public officials, and to strengthen the relationships with the financial and banking institutions with whom our clients conduct business.

## Public Promise Insurance (PPI)

Public Promise Insurance (PPI) has established a master partnership agreement with CVS, a prescription benefit management company, to offer counties the ability to provide an enhanced prescription offering through their employee health insurance program. This program applies to employer health plans only and should not be misconstrued as a stand-alone prescription discount program.

## ClearGov

ClearGov® helps local governments streamline processes by improving the planning, building, and presentation of the budget. The integrated platform includes ClearPlans®, Operational Budgeting, Personnel Budgeting, Digital Budget Book and transparency solutions that provide everything local governments need to automatically plan, build and present every aspect of their budget process.

# FAC 2025 CORPORATE PARTNERS

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## PLATINUM

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## GOLD

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# INSTITUTE FOR COUNTY GOVERNMENT

*Learn. Lead. Serve.*

[FLICG.ORG](https://FLICG.ORG)

## BECOME A LIFELONG LEARNER. PURSUE ICG EDUCATION

The Mission of the Institute for County Government is to enhance the leadership skills of county officials, to facilitate innovative thinking and action by those leaders, and ultimately to enable counties to prosper as communities in the 21st century.

In June 2018, the ICG Board of Directors adopted a strategic plan with four specific goal areas:



### Education:

Expand educational opportunities for members.



### Strategic Projects and Partnerships:

Strengthen the current partnership with UF/IFAS and develop new partnerships with organizations that will further the mission of the ICG.



### Research:

Become the most trusted resource for Florida county data and information.



### Revenue Diversity:

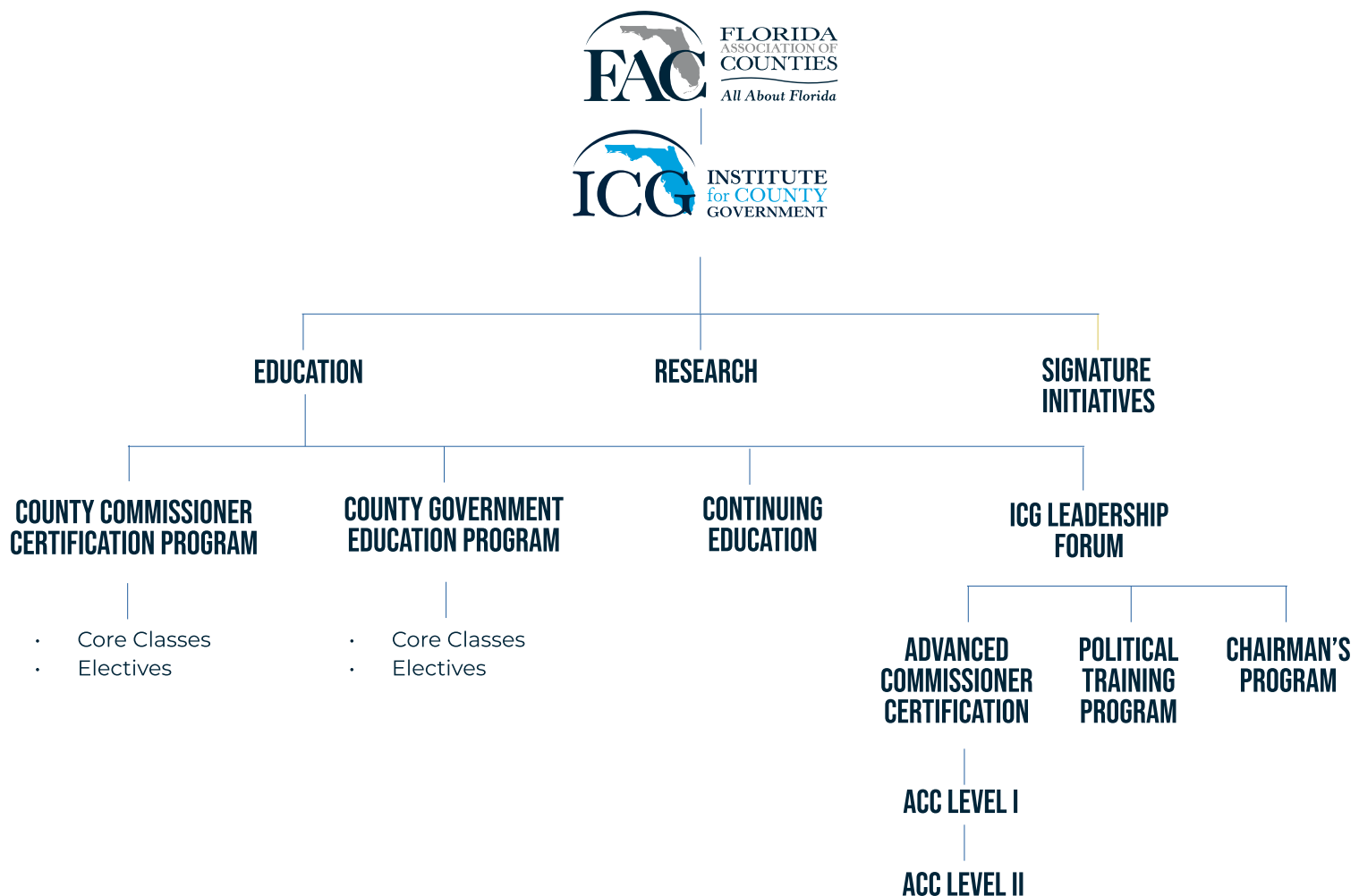
Grow and diversify revenue streams to support ICG activities.

In Partnership with

**UF** | **IFAS Extension**  
UNIVERSITY of FLORIDA



Functionally, each goal area has specific tasks that are used to implement the plan. Tasks are ultimately carried out under distinct programs of the ICG, as shown below.



## EDUCATION

Historically, education and training have been the flagship of the ICG, and that trend continues under the new strategic plan. Since 2018, the ICG has developed and delivered more than sixty elective courses, evaluated alternative teaching options (i.e., online training), implemented a new leadership program, and programmed additional elective classes.

### County Commissioner Certification (CCC) Program

To receive certification, commissioners must attend 47 hours of training that generally takes from 6 to 12 months to complete. The core curriculum includes training on county government structure and authority, roles and responsibilities, financial management, growth management and ethics. Elective curriculum consists of topics such as economic development, diversity training, effective communications, Florida’s legislative process, land use decisions, negotiating skills, and others.

### County Government Education Program (CGE)

Launched in 2017, this program is a voluntary program of study based on our current Certified County Commissioner (CCC) program and designed for county staff. To receive certification, staff must attend 47 hours of training that generally takes from 6 to 12 months to complete. Content for this program includes county government structure and authority, finance and budget, growth management, ethics and Sunshine Law, and Florida’s legislative process and so much more.

## CONTINUING EDUCATION ANNUAL CONFERENCE EDUCATION PROGRAMS

The Institute is also responsible for planning FAC’s Annual Conference workshops and general sessions. The programs cover a broad range of topics of interest to county officials and are designed to appeal to newly elected and veteran commissioners.

## CURRICULUM REVIEW COMMITTEE

Every other year, the ICG Board and a select group of Commissioners and county staff are called together to form the Curriculum Review Committee. This group meets every other year to review the course curriculum.

## ICG LEADERSHIP FORUM

### Advanced County Commissioner – Level I (ACC I) Program

Launched in August 2006 as the Florida Forum for County Leaders, this educational program is designed for County Commissioners who have earned their CCC graduate designation. It is a 3-part series of 1.5 day seminars focused on leadership with an overarching theme of growth and development in Florida. Those selected must complete all three programs to receive the advanced designation.

### Advanced County Commissioner – Level II (ACC II) Program

Launched in May 2019 as the Leadership Academy, this educational program is designed for County Commissioners who have earned their ACC Level I graduate designation. It is a 3-part series of 1.5-day seminars focused on leadership with an emphasis on Florida issues. Attendees must complete all three sessions to graduate from the program. ACC II is a biannual program, with the next session beginning in Fall 2026.

### Political Training Program

The ICG Strategic Plan called for the development of a new Political Candidates Training Course for commissioners that are considering running for higher office. ICG has engaged a variety of speakers to bring workshops to Annual Conference for those interested in running for a higher political office since 2018. The workshops have included a panel of former state legislators, who are now county commissioners, as well as former commissioners currently serving in the Legislature as well as an interactive session on how to campaign looking at all the aspects that affect candidates.

### Chairman's Program

During FAC's 2018 Legislative Conference, the ICG offered its new Chairperson's Training Institute. The program was directed at commissioners who will be serving as Board chairs for the first time. The program offered strategies in meeting decorum, rules of order, working with the public, and other procedures for running effective meetings. The course was taught by Vince Long, Leon County Administrator, and Herb Thiele, former Leon County Attorney. Staff has recommended that the program be a standing elective within the education program and it is currently available through the online course catalog.

## RESEARCH

Research within ICG is important for developing new and relevant education curricula. This is particularly true as we witness the growth in new and emerging technologies like smart cars, autonomous vehicles, micro mobility transport, and small cell infrastructure. Anticipating how these and other innovations may impact counties is at the core of ICG Research. By monitoring state and national trends in technology and public policy, ICG develops appropriate information and education materials that inform counties and help local decision making.

## SIGNATURE INITIATIVES

To increase its exposure, facilitate potential entrepreneurial opportunities, and leverage training prospects, the ICG Board included Strategic Initiatives as a part of its strategic plan. Anticipated and realized initiatives include:

The Florida County Government Guide publication

- Strategic Partnerships
- Special Projects
- Development (funding)
- Studio 67 – Webinars, podcasts and class recordings for the online course catalog





# PROPOSED INSTITUTE FOR COUNTY GOVERNMENT 2025-27 BOARD OF DIRECTORS

The ICG Board will be voted on and finalized at FAC's Innovation & Policy Conference on September 17-18, 2025.



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# CERTIFIED COUNTY COMMISSIONER EDUCATION PROGRAM

The Certified County Commissioner Program was created in 1996 as a voluntary program of study designed for county commissioners to learn information and enhance skills relevant to their duties and responsibilities. Completion of the course requirements results in the designation of Certified County Commissioner.

## REQUIREMENTS FOR CCC DESIGNATION

This program was designed for county commissioners. Only commissioners will receive the Certified County Commissioner designation.

CCC courses were typically offered year-round at FAC conferences until the pandemic of 2020. To accommodate not being able to meet in person, a learning management program was launched allowing members to complete their course requirements online. This program may now be completed within 6-12 months. To graduate, commissioners will need 47 total hours of credit. This includes 32 hours of core (12 hours of which must be taken in person), 9 hours of elective and 6 hours of continuing education. The CCC graduation ceremony is held every year during FAC's Annual Conference.

## CERTIFIED COUNTY COMMISSIONER PROGRAM TOPICS

### CORE CCC COURSES:

The program content for each core course is designed to cover fundamental information necessary to effectively serve as a county commissioner. To be certified, commissioners must earn a minimum of 32 credit hours of core curriculum. Each core course is equivalent to 6 hours of credit. These programs are currently offered through the online course catalog.

- New Commissioner Workshop
- County Government Structure & Authority
- County Government Roles & Responsibilities
- Ethics, Public Records & Sunshine Laws (Mandatory)
- Financial Management
- Growth Management & Land Use Decisions
- UF|IFAS: Your County Partner
- Flood Resistant Florida

### ELECTIVE CCC COURSES:

The following courses develop skills that are important to county commissioners. A maximum of 9 credit hours from these or similar classes may be applied toward the 47 hours required for certification. Each elective course is equivalent to 1.5 - 3 hours of credit. Program topics offered vary from year to year based on current events and available speakers.

- Charter Government
- Diversity Training
- Disaster Mitigation Strategies for County Officials (funded by FDEM)
- Economic Development
- Effective Communications
- Emergency Management 101 for County Officials
- Environmental Planning
- Federal Fly-In
- Floodplain Management 101 for County Officials (funded by FDEM)
- Florida's Legislative Process
- Health and Human Services
- Human Resources/Labor Relations
- Negotiation Skills
- New Chairperson's Training Program
- Political Training Institute
- Public Safety
- Public Works 101 for County Officials
- Transportation Planning 101 for County Officials (developed by FAPA)
- Understanding Charter Government

### CONTINUING EDUCATION CCC COURSES:

Participation in statewide education and policymaking events is an important part of the curriculum. As such, the following events are CCC accredited. The credit hours for each of these programs vary due to program length. To become certified, commissioners must earn 6 hours of continuing education credits.

- New Commissioner Orientation (1.5 CE)
- Legislative Day (1.5 CE)
- Annual Conference (3 CE)
- Innovation and Policy Conference (1.5 CE)
- Legislative Conference (2 CE)

# ADVANCED COUNTY COMMISSIONER EDUCATION PROGRAM

Launched by the Florida Counties Foundation in 2006, the Advanced County Commissioner (ACC) education program, “The Florida Forum for County Leaders,” is an advanced leadership program designed for graduates of the Certified County Commissioners (CCC) program.

## PREMISE OF THE ACC – LEVEL I PROGRAM

County officials are uniquely positioned to achieve positive change within their counties and in their relationships with local and state government partners. The task is to prepare for the future by thinking and acting anew and asserting skillful leadership in times of daunting challenges and rapid change.

The future of local communities and the governments that serve them depends upon:

- The caliber of leadership and stewardship public officials provide.
- The degree to which local government officials shape the future through leadership that engages the best in people.
- The willingness and capacity of county government officials to be pacesetters in redefining local government excellence and intergovernmental partnerships.
- The application of thoughtful leadership and strategic planning.
- Recognizing the paramount role county leaders have in effectively convening, involving and working with the critical stakeholders.

## REQUIREMENTS FOR ACC – LEVEL I DESIGNATION

The ACC program is 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. Courses are different for each series and cannot be repeated. Participating Commissioners must commit to fully participate in all three seminars in order to graduate.

## ACC – LEVEL II – LEGACY LEADERS

In 2019, due to requests for more education, a second Advanced County Commissioner Program debuted as ACC – Level II – The Leadership Academy. This program mirrors the ACC – Level I Program with a series of three seminars and a total of 27 hours of course work. The content is focused on leadership in the state of Florida. Courses vary for each session and are based on current issues affecting state leaders. Commissioners must complete all three sessions to graduate.





# COUNTY GOVERNMENT EDUCATION PROGRAM

In 2017, the Institute launched the County Government Education Program for county staff, a voluntary program of study designed for county staff to learn information and enhance skills relevant to their duties and responsibilities. Completion of the course requirements results in the County Government Education (CGE) designation.

## REQUIREMENTS FOR CGE DESIGNATION

The County Government Education courses were typically offered year-round at FAC conferences until the pandemic of 2020. The Core, Elective and Continuing Education Courses will include all the courses in the CCC program with the exception of the New Commissioner Orientation and New Commissioner Workshop. County staff also have the option to receive elective course credits for participating in other professional workshops with organizations that are affiliated with FAC.

To complete the course work for the County Government Education Program, county staff will take a total of 47 hours of courses. There is no timeline to finish, however the program may be completed within 6 to 12 months now that it is offered online. County staff that have completed the program requirements are recognized at FAC's Annual Conference each year in June.

## COUNTY GOVERNMENT EDUCATION PROGRAM TOPICS

### CORE CGE COURSES:

The program content for each core course is designed to cover fundamental information. County staff must earn a minimum of 32 credit hours of core curriculum. Each core course is equivalent to 6 hours of credit. These programs are offered through the online course catalog.

- Ethics, Public Records & Sunshine Laws (Mandatory)
- Financial Management
- Growth Management & Land Use Decisions
- County Government Structure & Authority
- County Government Roles & Responsibilities
- UF|IFAS: Your County Partner
- Flood Resistant Florida

### ELECTIVE CGE COURSES:

The following courses develop additional important skills and knowledge on current topics of importance for county staff. A maximum of 9 credit hours from these or similar classes may be applied toward the 47 hours required for certification. Each elective course is equivalent to 1.5-3 hours of credit. Four elective courses are provided

throughout the year. The program topics offered vary from year to year. County staff also have the option to receive elective course credits for participating in other professional workshops with organizations that are affiliated with FAC.

- Charter Government
- Diversity Training
- Disaster Mitigation Strategies for County Officials (funded by FDEM)
- Economic Development
- Effective Communications
- Emergency Management 101 for County Officials
- Environmental Planning
- Federal Fly-In
- Floodplain Management 101 for County Officials (funded by FDEM)
- Florida's Legislative Process
- Health and Human Services
- Human Resources/Labor Relations
- Negotiation Skills
- New Chairperson's Training Program
- Political Training Institute
- Public Safety
- Public Works 101 for County Officials
- Transportation Planning 101 for County Officials (developed by FAPA)
- Understanding Charter Government

### CONTINUING EDUCATION CGE COURSES:

Participation in statewide education and policymaking events is an important part of the curriculum. As such, the following events are CGE accredited. The credit hours for each of these programs vary due to program length. To receive the CGE designation, county staff must earn 6 hours of continuing education credits.

- Legislative Day (1.5 CE)
- Annual Conference (3 CE)
- Innovation and Policy Conference (1.5 CE)
- Legislative Conference (2 CE)

# CALENDAR OF EVENTS



## OCTOBER 2025

9-10 ACC 1 (Session 1) *Alachua County*

## NOVEMBER 2025

18 Ethics *Hillsborough County*

19-21 FAC Legislative Conference (CCC Elective Credit)  
*Hillsborough County*

## JANUARY 2026

8-9 ACC 1 (Session 2) *Alachua County*

21 FAC Legislative Day (CCC Elective Credit) *Leon County*

## APRIL 2026

9-10 ACC 1 (Session 3) *Alachua County*

## JUNE 2026

22 Ethics *Orange County*

23-26 FAC Annual Conference (CCC Elective Credit)  
*Orange County*



## 2025 INNOVATION & POLICY CONFERENCE

September 17-18, 2025  
Hilton University of Florida  
Alachua County

## 2025 FAC LEGISLATIVE CONFERENCE

November 19-21, 2025  
Grand Hyatt Tampa Bay  
Hillsborough County

## 2026 FAC LEGISLATIVE DAY

January 21, 2026  
FSU Turnbull Conference Center  
Leon County

## 2026 FAC ANNUAL CONFERENCE & EDUCATIONAL EXPOSITION

June 23-26, 2026  
Hilton Orlando  
Orange County



## 2026 LEGISLATIVE CONFERENCE

February 21-24, 2026 Legislative Conference  
Washington, D.C.

## 2026 ANNUAL CONFERENCE & EXPOSITION

July 17-20, 2026 Annual Conference  
New Orleans, LA



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