



Florida Association of Counties

Putting Florida to Work.
Keeping Florida Local.



2012 ANNUAL REPORT



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FAC Mission Statement

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

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FAC 2012-13 Executive Committee



President
Commissioner Bryan Desloge
Leon County



President-Elect
Commissioner Kenneth Welch
Pinellas County



First Vice-President
Commissioner Grover Robinson
Escambia County



Second Vice-President
Commissioner Barry Holloway
Nassau County



Immediate Past President
Commissioner Doug Smith
Martin County



President's Message

Home rule is a principle - not a policy. It is a principle the Association fights for every day, but looking now - from the perspective of President - our success in our mission must mean we incorporate more home rule advocates. FAC has advocated on behalf of home rule for 83 years and last year was no exception. In fact, the Association achieved one of the largest victories in its history with the defeat of Amendment 4.

In November, your hard work paid off. Together with our partners, FAC defeated Amendment 4 and sent a clear message to Tallahassee that our citizens believe in home rule and want a thoughtful, fair and common sense approach to tax policy. The defeat of Amendment 4 saved our counties more than \$1 billion. While the win feels great, there is still a lot of work ahead and the 2013 Legislative Session is quickly approaching. As we move forward, I am committed to working with our partners in the legislature to vet and develop sound policies that preserve home rule while strengthening Florida's economy.

For home rule to advance in our state it must be a banner carried by our communities and not just in our commission chambers.

As my Presidential Initiative in the coming year, I am establishing a bi-partisan educational forum called Village Square (www.tothevillagesquare.org). This concept, which I helped start in Tallahassee and introduced to our Board of Directors,



*Commissioner Doug Smith presents
Commissioner Karson Turner with the 2012
Marlene Young Award.*



Mayor Jacobs looks on.

focuses on bringing civility and the facts into contentious issues facing our communities. Our communities must adopt and advocate for the fundamental principle of home rule so that we can debate and implement the policies our citizens expect and deserve.

We have seen in our polling that the principle of home rule is incredibly popular and the vast majority of Floridians believe that it should be local leaders - not Tallahassee - that make decisions for our communities. By bringing the concepts behind Village Square to all of our counties we can reinforce the principle of home rule and engage our communities in accomplishing our mission.

With opportunities also come challenges. If FAC is to continue to invest in your priorities and home rule, every county should also take advantage of FAC's Enterprise Programs when looking at health insurance, investment opportunities, short term loans and debt collection - to name a few. Our collective investment in these programs saves taxpayer dollars and allows FAC to focus limited revenues on important community services.

My focus is on gathering your thoughts and feedback on the strengths and weaknesses of the Association, as well as future opportunities ahead for FAC and for our counties. It will be important to hear your opinions and observations as we work together to advance the interests of all Florida counties. Please reach out to me at any time, my cell number is (850) 841-9285. I look forward to hearing from you!

As the 67 counties of Florida, we represent each and every citizen of our great state. Thank you for all that you do and your commitment to making Florida's counties the best they can be. And as the old Chinese Proverb would say, "May you live in interesting times."

Sincerely,


Bryan Desloge



Conf Sutherland visits FAC.



First meeting of the Gulf Consortium.

**Putting Florida to Work.
Keeping Florida Local.**

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 83 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 effect their community.

FAC is the only association representing Florida's 67 counties – bringing together the collective experience and knowledge of 377 county commissioners and supported by thousands of professional county 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 also the entire state of Florida.

Throughout the state, Florida's counties perform vital public services such as public safety, fire and emergency medical services, jails, parks, libraries, healthcare, growth management, economic development, and roads to name a few.



Anna R. Doughty, CPA
Director of Finance
& Administration

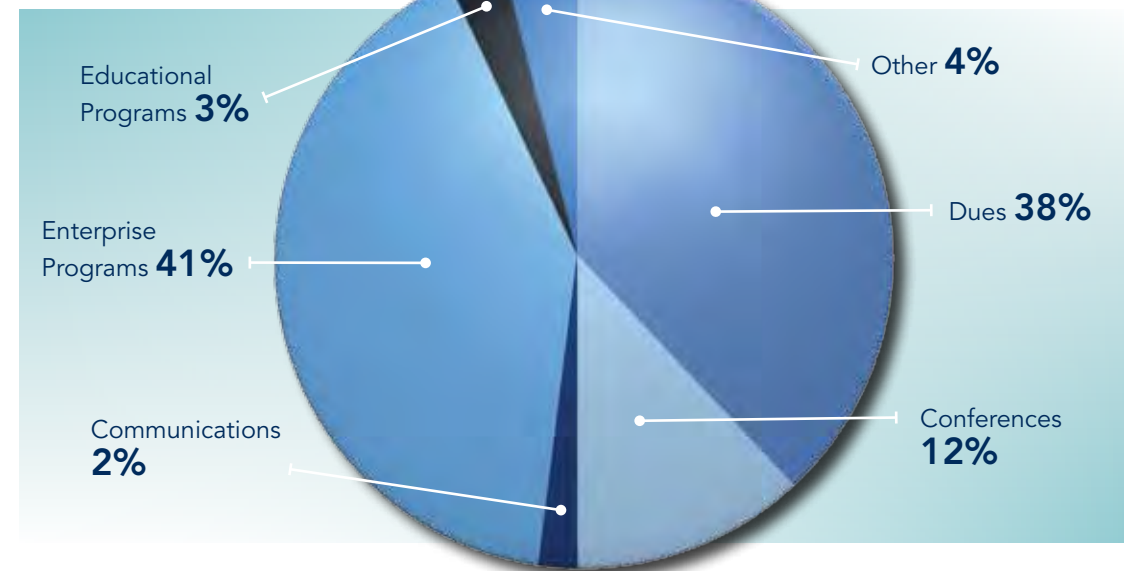
What Happened

- FAC more efficiently utilized technology to reduce staffing and better utilize existing staff resources.
- FAC invested resources in software and technology training, which resulted in stronger customer service for our membership and more efficient use of human resources.
- FAC received a clean audit letter, ensuring the membership of its ongoing commitment to solid financial stewardship.

What Will Happen

- FAC will continue to invest in and use technology to provide efficiencies to our members and better utilize staff resources.
- FAC will continue to provide finance and administrative expertise to our affiliates and enterprise programs that contract for services.
- FAC will utilize enhanced association management software to better manage association membership information and provide real time access to directory information.

2012 Income Percentages



"Responsible fiscal stewards. That is our charge as county commissioners and I am proud to be a part of an organization that leads the charge. For more than five years, I have been an active member of the FAC Finance and Audit Committee and have seen firsthand that our staff plan, budget and execute with great precision to be able to provide more services every year while decreasing costs."

– **Lee Pinkoson**
Alachua County
Commissioner



"FACTOR classes should be a requirement for all commissioners as a way to give you the knowledge you need to govern during these tough times."

— **Commissioner Junior Boatright**
Nassau County



What Happened

- In 2012, UF/IFAS Extension, a longtime education partner to FAC, increased its participation and is now the sole sponsor of all of FAC's education certification programs. With this additional assistance, FAC was able to make many improvements to our existing education programs, expanding member benefits and branding FAC's educational programs as FACTOR.
- The FACTOR brand was announced at Annual Conference in June. All of the certification programs were updated with completely new

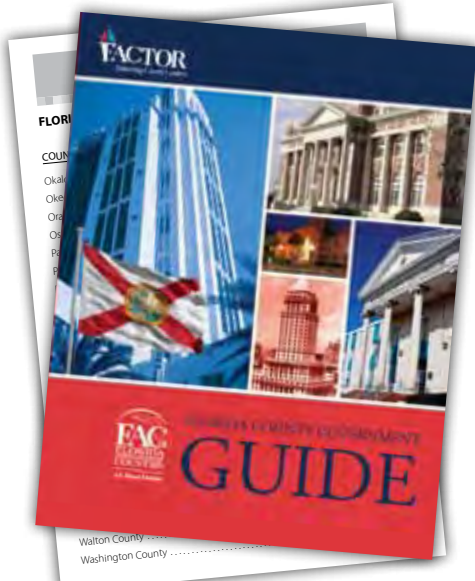
MEMBER BENEFIT:

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

logos, print materials, graduation supplies, brochure and website.

- In June, FAC launched the online Ethics Resource Center. FAC provides numerous educational opportunities and a wealth of information on Ethics, Sunshine Laws and Public Records for our membership. This online resource will be a compilation of useful information including upcoming workshops, links and videos.
- At Annual Conference, FAC graduated 33 Certified County Commissioners (CCC) for a total of 329 CCC alumni. In addition, 12 commissioners received their Advanced County Commissioners (ACC) for a total of 118 ACC alumni. Congratulations to all of the commissioners that graduated from these prestigious programs!

What Will Happen



Updated 2012 Florida County Government Guide

- With 98 new commissioners elected in November, FAC will begin a new cycle of our 2012-14 CCC program; more than 50% of the newly elected commissioners are currently participating in these classes.
- With a second grant awarded by the state, FAC will provide one large workshop and several smaller regional workshops across Florida to update our membership on all of the applicable wind mitigation efforts currently available to Florida's counties.

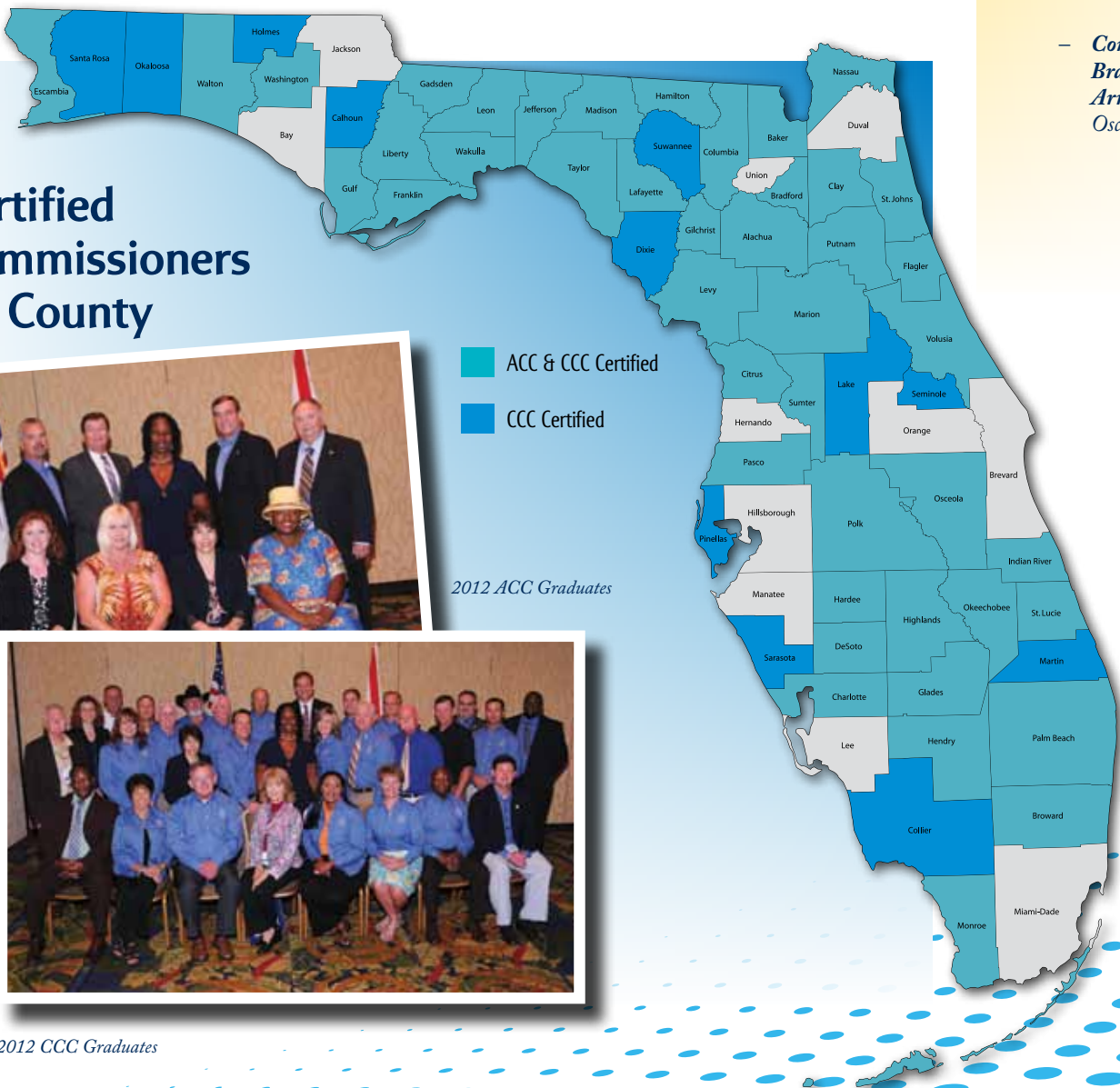
- FAC continues to offer additional professional development opportunities to county staff. FAC utilizes webinar technology for late breaking information and has added programming to our conferences for County Attorneys and County Managers.
- Created by the Curriculum Review Committee, FAC will launch a new educational program in 2013 for ACC Alumni called Torchbearer. This program will focus on educational and leadership opportunities for ACC graduates.



"A well educated commissioner makes for a better public servant. The training and education that I have received from FAC is invaluable."

— **Commissioner Brandon Arrington**
Osceola County

Certified Commissioners By County





Major 2013 Events

April 4th
FAC Legislative Day
(Leon County)

June 25th - 28th
FAC Annual Conference
(Hillsborough County)

September 18th - 20th
FAC Policy Conference
(Palm Beach County)

November 13th - 15th
FAC Legislative
Conference
(Volusia County)

What Happened

- FAC held four successful conferences with great participation from our membership. Each of these events met or exceeded our revenue and sponsorship goals for 2012. These programs included workshops on issues pertinent to our membership and featured a myriad of prominent speakers from around the state and country to educate and motivate attendees.
- FAC improved the conference registration process by utilizing new technology for a web-based membership login. This benefit allows members to instantly receive receipts and information upon registration. This new technology also allows members to keep all conference and education materials online in one personalized location.
- FAC continues to keep costs down for counties by freezing the existing registration fees at the 2006 levels, while still providing quality educational programming.

*Workshop at
Annual Meeting.*



Governor Scott greets members.

What Will Happen

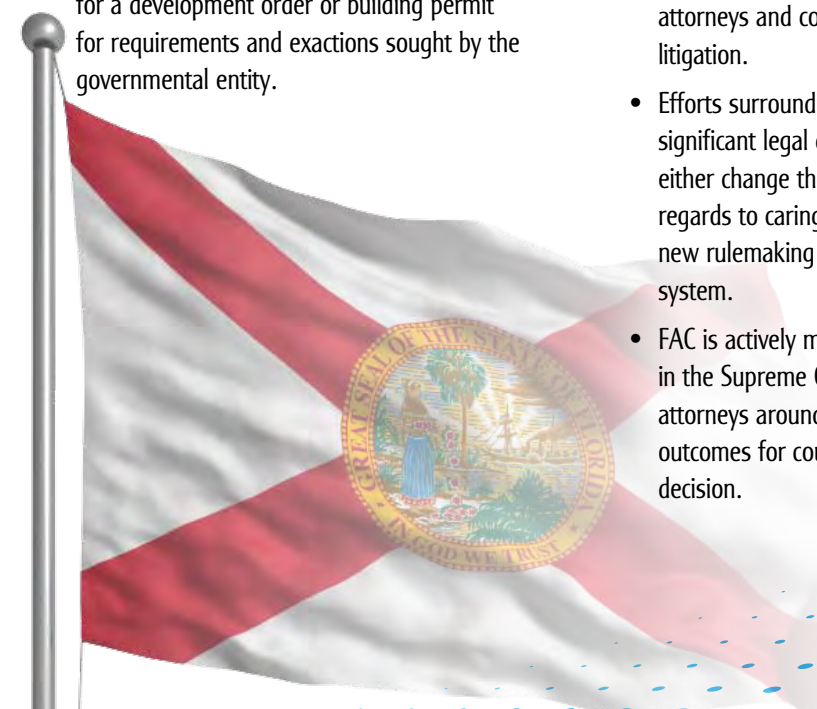
- FAC focuses on holding events in central locations within the state to encourage commissioners from many different counties to participate. In 2013, our major events will be in Leon, Hillsborough, Palm Beach and Volusia Counties.
- FAC is also committed to holding several of its education certification programs in conjunction with our main conferences and has instituted one-day registration rates to encourage participation while saving limited travel dollars.

MEMBER BENEFIT:

Providing high quality educational opportunities for county commissioners and staff is a core part of FAC's mission.

What Happened

- After the passage of the Medicaid billing law, FAC's legal department coordinated the joining of 55 counties in a lawsuit against the state of Florida. As the Agency for Health Care Administration adjusted its billing practices, some counties dropped the lawsuit in order to have more flexible payment options leaving 29 counties and FAC in the ongoing litigation.
- FAC won the regional conflict counsel lawsuit against the State on behalf of FAC and 26 counties challenging the constitutionality of this unfunded mandate.
- FAC appeared in the administrative litigation involving approximately 12 counties and the Department of Juvenile Justice to help settle the billing suit and to make certain constitutional arguments that the counties could not individually raise themselves.
- FAC won, along with the League of Cities, in filing a joint amicus brief in the Florida Supreme Court in St. Johns River Water Management District v. Koontz, which seeks to dramatically alter Florida law on when compensation is due an applicant for a development order or building permit for requirements and exactions sought by the governmental entity.



What Will Happen

- FAC is committed to ensuring counties are treated reasonably and fairly in regards to Medicaid billing. FAC's legal team will work with the state, county attorneys and commissioners in the ongoing litigation.
- Efforts surrounding DJJ will continue to include significant legal challenges as the state looks to either change the state / county relationship in regards to caring for our juveniles or undertake new rulemaking to redefine the county billing system.
- FAC is actively monitoring the FRS Reform litigation in the Supreme Court and will actively assist county attorneys around the state to address any adverse outcomes for counties arising from the Court's decision.



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, juvenile justice, and internet cafes.

Enterprise Programs

Scott Shalley
Director of Enterprise Programs



"With the retirement of the Space Program, Brevard experienced an unprecedented number of unemployed and underemployed residents (95,000). The prescription drug card has proven to be a much-needed program in Brevard, thanks to over 100 agencies that have partnered with our county to get these cards to the residents that need them the most. Brevard County receives calls daily from residents thanking us for providing the "Brevard Card" to our community and telling us they saved anywhere between \$20, \$50 and \$75 dollars on the prescription medication purchase."

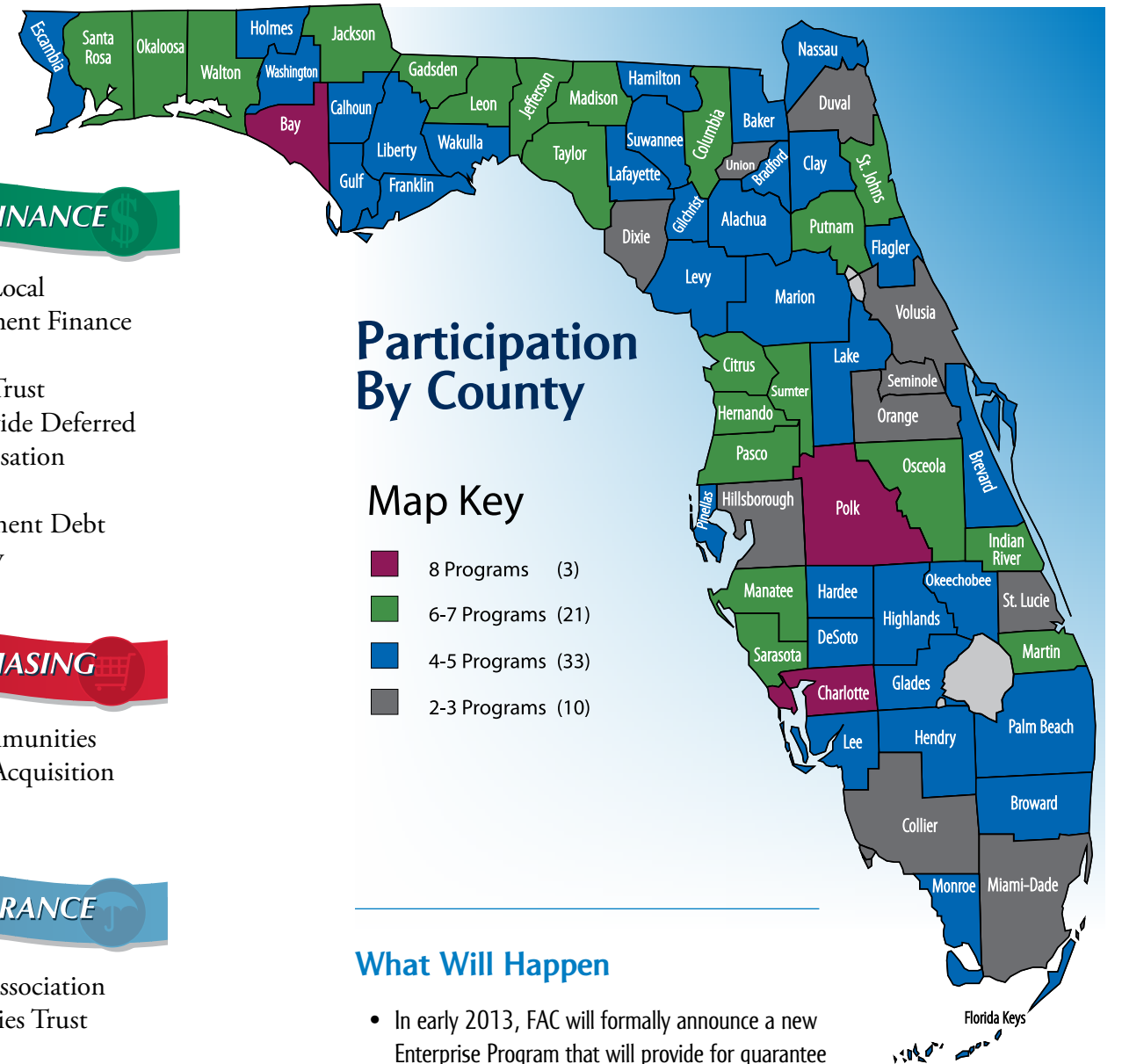
— **Tammy Harris,**
Community Resources & Development Supervisor
Brevard County Housing & Human Services Department



What Happened

- FAC selected NACo /CVS-Caremark as a new Enterprise partner to aid in the promotion of their discount prescription drug card program. This program combines NACo's longstanding commitment to county government with the nation's largest pharmacy network.
- FAC entered into an agreement to provide direct staff support for the Florida Association of Counties Trust (FACT). FAC hired Ken Moneghan to serve as Insurance Manager for the Association and provide direct support of the FACT insurance program.
- Manatee County became the latest county to name FAC Corporate Partner Aetna as their chosen provider of employee health benefits. Aetna is a tremendous supporter of FAC and has gone to great lengths to learn and address the specific needs of Florida's county employees.
- FAC launched the FAC Products & Services Guide. This online resource provides vendor information for more than 150 companies and service providers. The guide allows counties to search for businesses in a wide range of categories while also allowing private entities to increase their brand awareness with FAC's members.
- FAC welcomed two new Corporate Partners: Ellis, Ged & Bodden law firm joined as a Platinum Corporate Partner and Raymond James/Morgan Keegan joined as Silver Corporate Partners.

FAC brought its FAC Products & Services Directory online.



FINANCE

- Florida Local Government Finance Program
- Florida Trust
- Nationwide Deferred Compensation Program
- Government Debt Recovery

PURCHASING

- US Communities
- Vehicle Acquisition Program

INSURANCE

- Florida Association of Counties Trust
- FMIT
- Aetna Health, Dental & Vision Insurance

COST SAVINGS

- Strategic Staffing Program
- NACo Discount Prescription Drug Card

What Will Happen

- In early 2013, FAC will formally announce a new Enterprise Program that will provide for guarantee issue, whole life insurance for your employees and their dependents. This program has been embraced by county employees in several other states throughout the country.
- The FAC Enterprise Committee will consider and act upon a multitude of partnership applications that have been received from companies wishing to provide goods or services to Florida's counties. We expect to launch at least two exciting new programs in 2013.



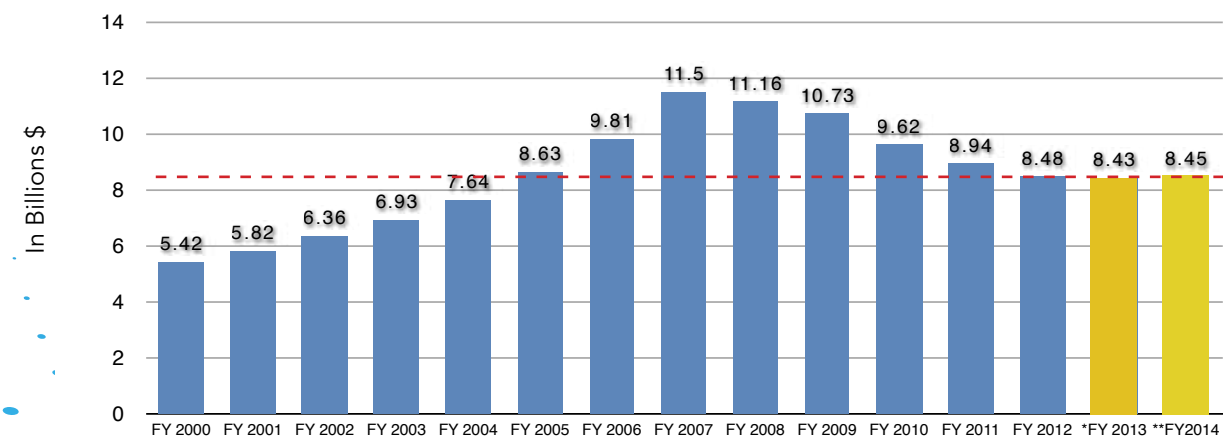
Major Legislative Victories

- Defeated attempts by online travel companies to gain special exemptions from tourist development taxes and sales taxes (\$119 million impact in 2015/2016)
- Defeated attempts to repeal authority to levy local business taxes (\$32 million impact)
- Defeated Super-Homestead Property Tax Exemptions that would have significantly increased Homestead and Non-Homestead exemptions and artificial caps for all types of property (\$3.7 billion impact over the first four years)
- Helped to defeat preemptive legislation related to commercial fertilizer applicators.
- Defeated an effort to decentralize the state’s system of coordinated county health departments and transfer administrative authority and costs from the state to the counties.

What Happened

- FAC worked to maintain more than \$800 million in funding for county-related appropriations including:
 - Aid to Libraries - \$23.7 million
 - Fiscally Constrained County Funding - \$26.3 million
 - Emergency Management Programs and Local Emergency Management Facilities - \$15 million
 - Local Government Transportation Programs - \$766.8 million
- FAC successfully lobbied for passage of the Respite Bed Initiative, reducing county costs for unnecessary juvenile secure detention by an estimated \$2 million in just its first year.
- FAC successfully defeated legislative attempts to preclude counties from using red light infraction detectors.

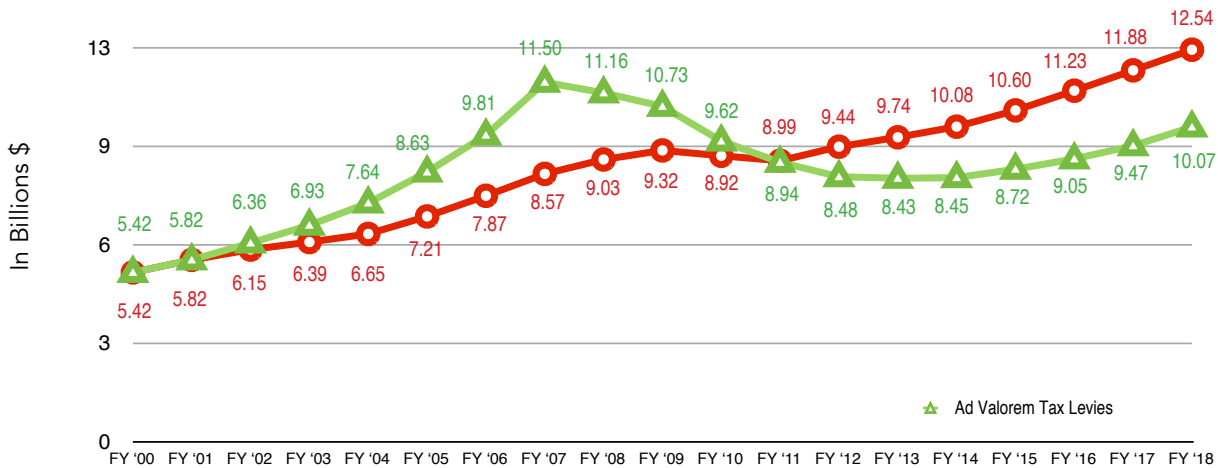
County Ad Valorem Tax Levies by County Fiscal Year



*FY 2013 estimated based on 2012 DR-420's; **FY 2014 Projected

- FAC worked with the legislature on growth management issues, including limiting the impact of this year’s growth management glitch bill; working with a coalition of county governments and the military to clarify the role of base commanders in the review of county comprehensive plans; and fending off legislative proposals that would have prohibited transportation concurrency.
- FAC successfully limited changes to the state’s regional workforce boards, preserving local control while strengthening accountability at the state level.
- FAC assisted in amending and passing important environmental legislation that ratified the state’s rules for establishing numeric nutrient criteria; protected home rule in the state’s septic tank inspection program; encouraged the use of reclaimed water by providing funding alternatives and removing disincentives for conservation and prevented the mandatory delegation of environmental resource permitting.

County Ad Valorem Tax Levies By Fiscal Year: Actual Levy vs Capped Levy



*August 2012 – State Revenue Estimating Conference
All data are considered projections and estimates based on tentative information. All final data will be certified by the Florida Department of Revenue at the completion of the County budgeting process as dictated by the Florida Statutes)

What We Are Doing

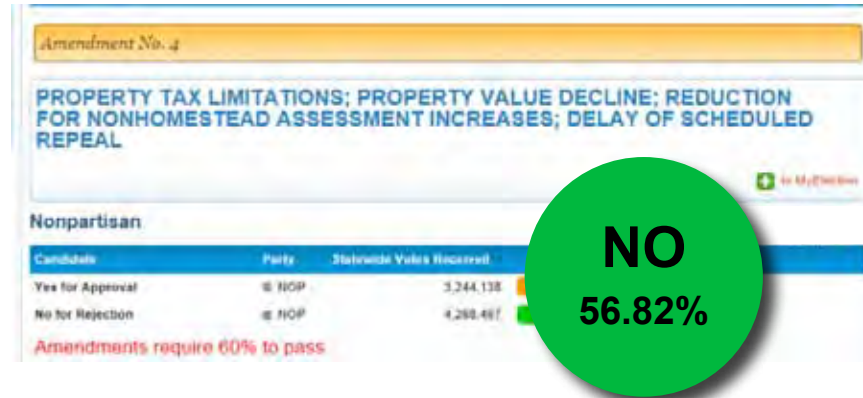
With continued fiscal challenges at both the state and local levels, FAC is preparing for another challenging legislative session and the potential for additional tax reform proposals and revisions to state-county cost-share arrangements. FAC’s membership adopted the following priorities for FAC during the 2013 Legislative Session:

- Dissolve the current Medicaid billing system or, if the current system is retained, modify it to ensure counties can review bills prior to payment and payment can come from a county chosen revenue source. (Impact to counties \$278 million annually)
- The DJJ billing system has been ruled to be “internally inconsistent and not supported by facts of logic” by an administrative law judge. This billing system should be dissolved with the state retaining the responsibility for caring for our juveniles. (Impact to counties \$74 million annually)
- The Communications Services Tax (CST) is outdated in its collection and should be updated. However, it is a critical revenue source for county services and should not be diminished in any way. (Impact to counties \$250 - \$300 million annually)



What Happened

- **Amendment 4:** In June 2012, the FAC Board of Directors voted to oppose Amendment 4 and for the Association to invest resources in its defeat. FAC, with our partners in the Florida League of Cities (FLC), launched www.taxbreaks4snowbirds.org along with multiple web videos opposing Amendment 4. FAC and FLC staff traveled the state speaking out against the Amendment, which would have cost cities and counties more than \$1.8 billion over four years. In addition, our grassroots list of Keep It Local, Florida was also utilized to send information educating our citizens against the Amendment. Through great membership, coordinated and collaborative efforts and partner participation, FAC defeated Amendment 4!



- **Keep It Local, Florida:** For the past three years, FAC has worked with our partners at the League of Cities to develop a grassroots database focused on informing concerned citizens about efforts to protect home rule and defeat unfunded mandates. This year, the FAC Board of Directors directed staff to submit a public records request to counties asking for their citizen email lists to add to this important effort. Counties submitted close to 100,000 email addresses across the state, increasing the list size to more than 400,000 statewide - larger than the Sunday circulation rates of Florida's largest newspaper!
- **Medicaid:** During the Legislative Session, communications played a major role in our fight against changes to Medicaid billing. During the final 30 days of session, FAC was able to ensure that there was news coverage on this issue every single day. The issue received full media saturation with hundreds of articles running statewide on the issue clearly articulating the concerns of our counties. In addition, all editorials written on the issue favored FAC's position and advocated on our behalf.
- **FAC App:** In late 2012, FAC launched its very first smartphone app. The app, available on iPhone, iPad and Android systems, provides users with access to critical documents and any materials needed during a conference. In addition, the app allows users access to the FAC calendar, the new FACTOR site, a map of every county courthouse, a place to upload photos of your county, the daily news clips and News & Notes. Visit your app store today to download!

What Will Happen

- **Increased Communications:** FAC will further streamline its member and media communications efforts. FAC is constantly looking for more and improved ways to serve our membership. We will develop new communication tools as well as build on existing tools to better serve Florida's 67 counties.
- **FAC Member Outreach:** As FAC traveled the state over the summer on the Medicaid issue, we realized the invaluable benefit of visiting every single county. FAC looks to continue this outreach and bring the efforts we make in Tallahassee on your behalf to your community. This will give every Florida county an opportunity to share directly with FAC staff the issues facing their unique county and see firsthand the value of their membership.
- **New Communication Tools:** FAC continuously looks for new ways to share our message of home rule with our members and their constituents. FAC will continue to explore new options in 2013 that allow us to take additional advantage of webinars, videos, emails and our website.

The word is getting out:

In addition to the our grassroots Keep It Local, Florida list FAC has more than 5,000 individuals signed up to receive information from FAC on a regular basis:

	End of 2011	End of 2012
FAC News Clips	1,127	1,447
FAC News & Notes	1,989	2,859
Twitter Followers	1,457	2,043
Facebook Likes	327	422

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.

DOWNLOAD THE FAC APP TODAY!

Apple "iTunes" Store: Search FAC

Android "Google Play" Store: Search Florida Association of Counties





Looking back on the last fiscal year and forward to the next, I couldn't be more proud or excited. Last year, Florida's 67 counties faced large challenges with Medicaid and Amendment 4.

Yet, over the summer, more than 55 counties joined together to fight a bad billing system and became a part of the solution as we worked with AHCA to improve billing and save taxpayer dollars. This challenge is far from over, but we have come a long way and I was once again reminded the force our Association can be when we work together and stand united.

And united we stood as we watched the defeat of Amendment 4 in November. Amendment 4 would have cost local taxpayers more than \$1.7 billion over four years, and so many of you at the commission level and on a personal level were grassroots leaders speaking out on this issue to countless civic organizations and community groups.

While I am excited to see 67 independent commissions work together for home rule, the challenges loom large. This year, FAC will face an ongoing battle to reform Medicaid billing as well as billing for juvenile justice and finally we will work to update the communications services tax without losing the critical revenues it provides. All told these three priorities alone represent close to \$700 million to our counties, communities and local taxpayers.

There is no denying the obstacles before us but, for the first time in four years, it is 67 not 66 counties working together to defend home rule and prevent unfunded mandates. Hernando County has rejoined the Association and, like the critical cornerstone, this Association is simply not complete without every county working together. I am pleased to welcome Hernando back and thank all of those who have stayed loyal year after year knowing that united we are making Florida a better place to live, work and raise a family.

Sincerely,

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

Deena Reppen – Legislative Director
Eric Poole – Assistant Legislative Director
Davin Suggs – Senior Legislative Advocate
Stephen James – Legislative Staff Attorney
Susan Harbin – Senior Legislative Advocate
Tracy Kusmierz – Senior Legislative Executive Assistant
Tiffany McCaskill – Legislative Executive Assistant

Enterprise Programs

Scott Shalley – Director of Enterprise Programs
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 – Education Coordinator

Communications

Cragin Mosteller – Communications Director & Policy Advisor



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US POSTAGE

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