



CIVILITY. OPPORTUNITY. UNITY.



2013 Annual Report



2013 Annual Report

CIVILITY. OPPORTUNITY. UNITY.



PRESIDENT
Commissioner Bryan Desloge
Leon County

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PRESIDENT-ELECT
Commissioner Grover Robinson
Escambia County



FIRST VICE-PRESIDENT
Commissioner Barry V. Holloway
Nassau County



SECOND VICE-PRESIDENT
Mayor Barbara Sharief
Broward County



IMMEDIATE PAST PRESIDENT
Commissioner Doug Smith
Martin County



PRESIDENT'S MESSAGE

This has been a great year exemplifying how one unified voice for local government can effect change and shape the policies that built our communities. The cornerstones of the Association's success have been innovative thinking, consensus building and a focus on smart policy.

In my term as President, I have focused on the theme Civility. Opportunity. Unity and I am proud of the enthusiastic response of my fellow county commissioners. Many of you have embraced the idea and some have even brought home and considered starting your own village square.

In addition, the 2013 Legislative Session saw many challenges that FAC turned into success. Together we not only fended off harmful and costly mandates but were able to seize cost saving opportunities.

Our Legislative successes this year included a landmark change to Medicaid billing policy in this state that will save counties 40 million dollars over the next three years and provides local governments a chance to find an even better county solution. This compromise would not have been possible without the commitment and hard work of so many of our county leaders who came to Tallahassee during the legislative session to sit at the table and work with the state to find a solution that would work for everyone.

We also closed a small loophole with a very large price tag in the Affordable Housing program saving counties a whopping \$140 million dollars by Fiscal Year 17/18.

Moving forward the Association will be increasing its legislative efforts in Washington D.C. and work to advance opportunities for our counties and prevent harmful policies taking shape in the nation's capital. Over the coming year you will be called upon to provide guidance and raise your voice on a federal level.

The Association joined Boston Mutual/Gregory and Appel this year for a guarantee issue life insurance program and worked to restore funding from the Nationwide Retirement Solutions partnership to previous funding levels. The Enterprise team will continue to find the most efficient ways for counties to conduct business and provide options and opportunities that will work for all our counties.

2014 will be an important year for member involvement as the Association works on its strategic plan. The plan will guide the Association's goals and priorities over the coming years so it is important that our Commissioners provide their input on the direction they want this Association to take. Beginning in January, FAC will be holding regional workshops for counties to participate in the development of the strategic plan. I urge all of you to attend the meetings and let your voice be heard.

At the FAC Legislative Conference in November, I was humbled by the membership's endorsement of my candidacy for the NACo 2nd Vice President. I am committed to advancing the interests of Florida's Counties on a national level and I hope to have your support, and your vote, at the 2014 NACo Annual Conference in July.

I am honored to serve our counties as President of FAC and look forward to working with all of you to ensure that we remain successful and forward thinking in 2014. Please do not hesitate to reach out to me at any time. My cell phone number is (850) 841-9285.

Sincerely,



Bryan Desloge



2013 Annual Report



About FAC

For more than 80 years, the Florida Association of Counties (FAC) has represented the diverse interests of Florida's counties, emphasizing the importance of protecting home rule – the concept that communities and their local leaders should make the decisions that impact their community.

FAC is the only association representing Florida's 67 counties – bringing together the collective experience and knowledge of 377 county commissioners and supported by thousands of county professional staff. FAC provides the cohesive platform that enables county officials and staff to speak with a unified voice on behalf of all Floridians. Through FAC, counties are better able to serve not only their communities, but the entire state of Florida.

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



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



Annual Financial Overview

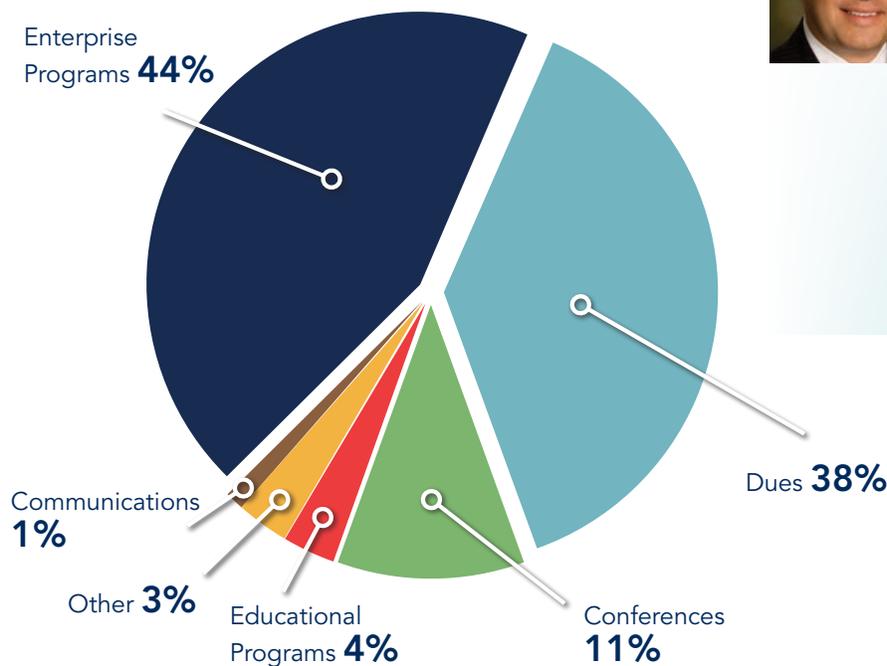
WHAT HAPPENED

- Received a clean audit letter for FAC, FCF and Florida Local Government Finance Commission ensuring top notch financial stewardship.
- Provided more extensive marketing of the FLGFC Commercial Paper Loan Program, generating renewed interest in the loan pool for our membership.
- Provided new mobile technology alternatives for FAC staff which increased the ability of employees to operate more efficiently.
- Provided extensive technology training for FAC staff, ensuring that technology investments were leveraged.

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.

2013 INCOME PERCENTAGES



"As our economy continues to slowly recover from the recession we all have had to tighten budgets and stretch funds. FAC has been committed to providing greater service to our counties through these difficult times and have done so with smart financial policy and fiscal responsibility."

– **Commissioner Chip LaMarca,**
Broward County



Education



"Participating in the FACTOR trainings have been an excellent experience. The programs prepare you to be a better advocate and representative for your community. I also learned how to work on legislative and local issues with my colleagues from large, medium and small sized counties and developed many great friends in the process. I wear my Advanced County Commissioner pin proudly. In addition to my certification, I also happily serve as Second Vice President for FAC and as a mentor for new county commissioners. Thanks FAC!"

– Mayor Barbara Sharief, Broward County

WHAT HAPPENED

UF/IFAS Extension continues to be a longtime education partner to FAC and is the sole sponsor of all of FAC's education certification programs-FACTOR. With this sponsorship, FAC continues to improve our existing education programs by adding member benefits.

CCC/ACC Graduates

At Annual Conference, FAC graduated 8 Certified County Commissioners (CCC) for a total of 337 CCC alumni. In addition, 14 commissioners received their Advanced County Commissioners (ACC) for a total of 132 ACC alumni. Congratulations to all of the commissioners who graduated from these prestigious programs!

New Leadership Program

In accordance with FAC's 2009-14 Strategic Plan FAC launched the Torchbearer program, an incentive program for certified alumni. The Torchbearer program rewards commissioners for staying active within the Association by serving in leadership positions, participating in the ACC Alumni program, and encouraging commissioners to continue to attend FAC's conferences and education programs.

Wind Mitigation Grant

The State of Florida Division of Emergency Management awarded FAC a grant to provide regional workshops on the Residential Construction Mitigation Programs. These workshops were held throughout the state discussing all of the applicable wind mitigation efforts currently available to Florida's counties.

MEMBER BENEFIT:

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



Events

WHAT HAPPENED

New Programs

At FAC's Annual Conference this year, the Enterprise and Events Departments added several new programs to the agenda. The program included a Tuesday Night Welcome Event and the first annual silent auction in our Educational Exposition that benefited the Florida Veterans Foundation. Over \$6,000 was raised to support veterans in need.

Successful Conferences

FAC held four successful conferences with great participation from our membership. Each of these events met or exceeded our revenue and sponsorship goals for 2013. 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.

Increased Technology

FAC continues to utilize technology to improve the conference registration and attendee experience. Our web-based membership login allows you to instantly receive receipts and information on the event once you have registered. It also allows you to maintain a folder of all of the electronic documents and information you need from the FAC events you have attended including information from FAC committees, workgroups, Boards, etc. We also strive to provide wi-fi at each of our meetings and have added a FAC App that can be utilized during events to download information.

WHAT WILL HAPPEN

Fees Frozen for 7 Years

FAC continues to keep costs down for counties by freezing the existing registration fees at the 2006 levels, while still providing quality educational programming.

Centralized Events

FAC will continue to hold events in central locations. In 2014, our major events will be in Leon, Orange, Walton and St. Johns Counties. We also hold several of our education certification programs in conjunction with our main conferences and have instituted one day registration rates to encourage participation while saving limited travel dollars.

More Webinars

FAC continues to utilize webinars and other technology tools as a way to quickly and inexpensively reach our membership to share legislative session updates, professional development skills and association information.

UPCOMING EVENTS



March 26-27
FAC Legislative
Day
Leon County

September 17-19
FAC Policy
Conference
Walton County

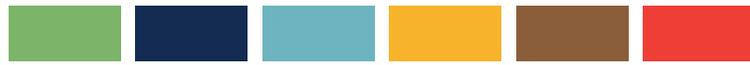
June 17-20
FAC Annual
Conference
Orange County

December 3-5
FAC Legislative
Conference
St. Johns County



"Being a new commissioner can be an overwhelming experience. FAC was extremely helpful to me through its conferences and educational programming. The workshops made the learning curve less steep by educating me on what was expected of me as a leader."

— *Commissioner Marsha Drew, Levy County*



Legal

WHAT HAPPENED

Bylaws Changed

Conducted, through a committee composed of all past presidents, three additional commissioners, a county attorney and a county administrator, the most comprehensive corporate document revision process the Association has undertaken (in at least the last 20 years), resulting in proposed changes to the Articles of Incorporation, Bylaws, and Board policies.

Mission Strategies

Guided the Leadership and Governance Workgroup, as appointed by the President, through the examination of two mission critical issues: Association involvement in regional issues and elections of corporate officers, with face-to-face meetings around the state. The work of this group leads into the next Strategic Planning process for the Association.

Medicaid Support

Actively and strategically supported the four counties that chose to challenge their Medicaid backlog bill totals, resulting in an additional \$16.6 million Medicaid bill write off to those counties.

WHAT WILL HAPPEN:

Online Travel

Supporting the counties' position to try and force online travel companies to pay taxes on the full consideration that is paid by the actual occupant of a hotel room, with the filing of a "friend of the court" brief in the Supreme Court of Florida.

Federal Advocacy

Furthering FAC's federal advocacy work by beginning to actively track and report on cases of interest in the United States Supreme Court; this session there are several of direct importance to Florida's counties.

FACA

Implementing the county attorney association's first ever strategic plan so that the legal support provided to Florida's counties remains among the highest caliber in the nation.



Mayor Barbara Sharief and Commissioner Gail Garrard.



Commissioner Tiffany Moore-Russell



FDOT Secretary Ananth Prasad



Enterprise Programs



WHAT HAPPENED

Life Insurance

FAC selected Boston Mutual/Gregory and Appel as a new Enterprise Partner to promote their Employee Life Option (ELO) guarantee issue life insurance program. This program provides a valuable benefit to county employees at no cost to the county. The program had a successful launch in Leon County with over 340 policies being purchased by county employees.

Source2 Grows

Marion and Sumter Counties entered into agreements with FAC Enterprise Partner Source2 Strategic Staffing. This innovative program will allow these counties to implement cutting edge workforce and process management outsourcing solutions. The result is a high quality workforce at reduced costs per hire.

Rx Program

Santa Rosa County became the 41st Florida County to endorse the NACo Prescription Discount Card Program. To date the program has provided nearly \$600 million in savings to citizens throughout the United States.

NRS Restored

Worked collaboratively with NACo to successfully restore funding from NRS partnership to previous funding level with opportunities for future growth.



“Through our relationship with Source2, Osceola County realizes cost savings, improved workforce flexibility and a faster and more thorough hiring process. This has allowed our HR department to work on other important tasks while significantly reducing the time our hiring managers spend with candidates and employee relation issues.”

– **Commissioner
Fred Hawkins, Jr.,
Osceola County**



Commissioners Jeremy Branch, Gabriel Quave and Buddy Mansfield



Commissioners Tod Mowery and Les Miller



Commissioner Janet Taylor



Participation By County

Map Key

- 8 Programs (5)
- 6-7 Programs (21)
- 4-5 Programs (32)
- 2-3 Programs (9)

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
- Boston Mutual Life Insurance

COST SAVINGS

- Strategic Staffing Program
- NACo Discount Prescription Drug Card

WHAT WILL HAPPEN

New Health Programs

The FAC Enterprise Committee will seek to identify a new health benefits partner with an eye towards providing competitive pricing and specialized service to Florida's counties.

FACT

FAC will continue to work with FACT, FMIT and others to improve upon the insurance products available to members and to provide unique and valuable risk management solutions.

Rx Card

FAC will make available enhanced support and expertise to promote awareness and citizen utilization of the NACo Prescription Discount Card.

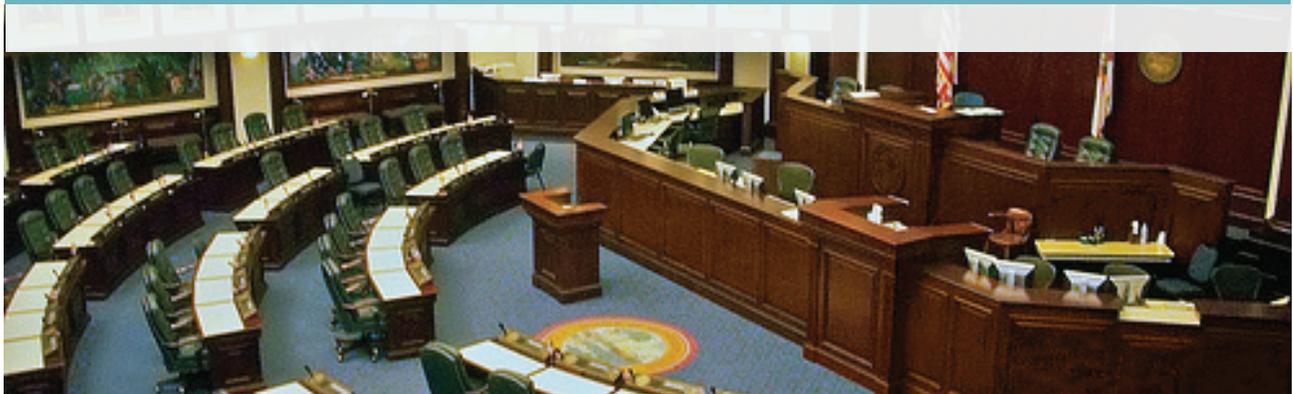




Legislative

MAJOR LEGISLATIVE SUCCESSES

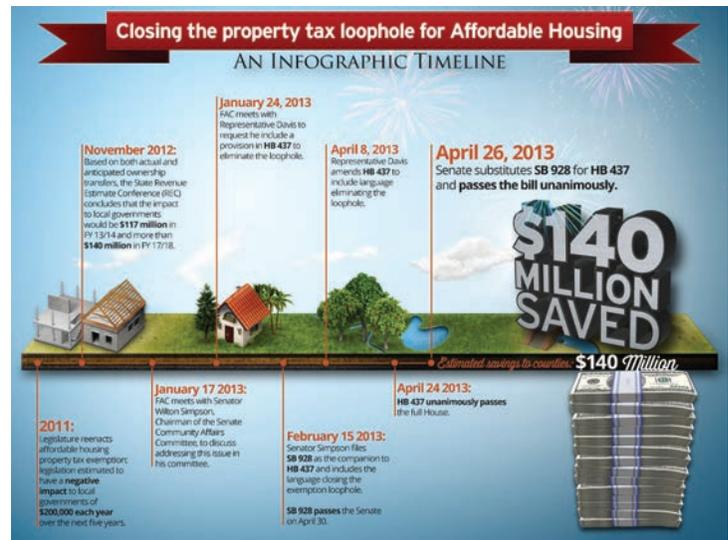
- Closed an affordable housing loophole to save local governments an estimated \$140 million by FY 17/18.
- Negotiated a formula-based cost-share for Medicaid, eliminating an undue administrative burden and providing both budget predictability and collective savings to counties of \$40 million by FY 17/18.
- Secured an exemption from the statutory requirement to spend 1.5 percent more per year for county funded court system obligations, saving counties close to \$10M for FY 13/14.
- Defeated attempts to restructure the local business tax.
- Expanded the controlled substances register to ban 22 new formulas of synthetic drugs.
- Defeated efforts to preempt local regulation of pain management clinics.
- Defeated efforts to prohibit counties from adopting ordinances addressing wage theft in their communities.
- After three years of advocacy, passed legislation enabling counties to adopt ordinances for the disposition of human remains.
- Defeated preemptive legislation related to fertilizer regulation, and significantly amended a comprehensive environmental permitting bill and an agritourism bill to protect local government from unlimited preemptions.
- Passed ocean outfall legislation, saving southeast Florida communities millions of dollars.
- Defeated burdensome public lands bills, including legislation limiting a local government's ability to acquire conservation lands and a bill requiring unfunded data collection mandates on all government owned, leased or occupied property.
- Defeated legislation that would have prohibited counties from using transportation concurrency and transportation impact fees for three years.
- Defeated legislation that would have exempted universities from paying their share of growth-related infrastructure improvements.
- Opposed legislation that prohibited counties from using red light cameras.



WHAT HAPPENED

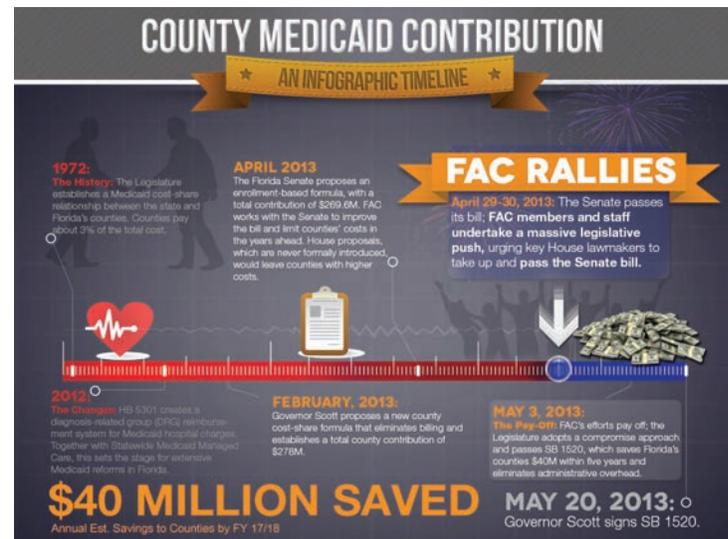
Affordable Housing: \$140M in savings

During the 2013 Legislative Session, staff successfully advocated for closure of a statutory loophole created in 2011 that allowed for-profit affordable housing developers to transfer ownership to a non-profit entity for the purpose of receiving an exemption from ad valorem taxes. When the original legislation was passed in 2011, it was estimated that the total statewide fiscal impact to local governments would be \$200,000. However, once the legislation was signed into law, more than 100 for-profit entities had either transferred – or attempted to transfer – their holdings to a non-profit entity. Championed by Senator Wilton Simpson and passed in HB 437 by Representative Daniel Davis, closing the loophole saved local governments \$117 million in FY 13/14 and more than \$140 million by FY 17/18.



Medicaid Cost-Share: \$40M in savings

Leading up to and during the 2013 Legislative Session, FAC staff undertook addressing the county cost-share for Medicaid as its highest priority. With the implementation of statewide managed care, the Diagnosis Related Group reimbursement system and long-term managed care for nursing homes, the state intended to eliminate the previous billing-based county cost-share relationship and replace it with a formula. Through intensive negotiations with the Senate President’s Office, and with the partnership of Senator Denise Grimsley, Representative John Wood and our county commissioners, FAC was successful in negotiating a compromise enrollment-based formula between the House and Senate with a reduced overall growth rate and a seven-year transition period.



The formula-based approach eliminates the undue administrative burden of inaccurate monthly billing for hospital and nursing home charges and provides counties with budget predictability. Compared with estimated payments counties would have collectively made under prior law, the bill saves counties approximately \$40M by FY 17/18. FAC also secured a provision in statute that requires the Agency for Healthcare Administration to provide the Association with a data report to include information necessary to evaluate the costs and utilization of health services by Medicaid enrollees and allowing the counties to evaluate the new methodology and the effects of Medicaid reforms. FAC formed a workgroup to explore alternative cost-share formulas during the first two years of implementation.

State Budget Highlights

The final adopted budget for State Fiscal Year (SFY) 2014 totals approximately \$74.1 billion and represents an estimated \$4.9 billion increase over the state budget for SFY 2013. FAC worked to maintain funding for county-related programs, including:

- **Community Mental Health Services:** \$328M (\$40M increase from prior year)
- **Community Substance Abuse Services:** \$128M (\$7M increase from prior year)
- **Community Care for the Elderly:** \$59M
- **Homeless Housing Assistance Grants:** \$3M
- **Juvenile Detention:** \$71.5M in county costs (\$3M cost-savings over prior year; \$3.8M offset for fiscally-constrained counties)
- **Drinking Water and Wastewater Loan Programs:** \$216M (\$16M increase over prior year)
- **Small County Road Assistance and Outreach Programs:** \$74M (\$22M increase over prior year)
- **County Transportation Program:** \$75M (increase of \$38.5M over prior year)
- **Libraries:** \$26.5M
- **Fiscally Constrained County Funding:** \$41.2M for emergency distribution revenue sharing and to offset impacts of previously approved constitutional amendments

On the Horizon

As the state economy begins to improve with modest revenue growth, FAC is preparing for another challenging legislative session and the potential for tax cuts and unfunded mandates that effect local revenues. FAC's membership adopted the following as priorities for the 2014 Legislative Session:

Maintaining Revenues for Florida's Communities: Support for tax reform measures that simplify administration and provide an economic boost to Florida's taxpayers while at the same time considering and minimizing the collective and cumulative negative impact on local revenues, including state shared and local discretionary revenue sources that are critical to local governments in providing community services. Proposals of significant interest to FAC and its members include those effecting the Communications Services Tax, Sales Tax Exemption on Commercial Leases, Local Business Tax, E-911 Fees and Local Discretionary Revenue Sources.

Enhancing Juvenile Justice: Support initiatives that reduce juvenile detention through prevention, treatment, and rehabilitation services. In addition, support state funding for the operation of juvenile detention facilities, as upheld by Florida's courts and support allowing counties to pay actual costs on a monthly reimbursement basis.

Protecting Florida's Waters: Support sustained commitment of state resources for the development of alternative water supplies, water quality improvement projects and comprehensive water infrastructure needs. Support legislation that enhances regional and local financial capacity to address water supply development and water infrastructure.

Ending Homelessness in Florida: Support developing a dedicated state funding source for homeless programs and tax credits for businesses that employ the homeless.



Representative John Wood and Commissioner Desloge



Senator Denise Grimsley and Commissioner Desloge



Federal Activities

FAC Adopts Formal Federal Program

For the first time in its history, FAC adopted a formal federal advocacy and information program. FAC's Executive Committee and Board of Directors identified lobbying federal issues as a strategic priority for the organization. As a result, staff developed and began implementing a federal program that includes a focused advocacy platform and the provision of informational services on federal issues affecting counties, including legislative, judicial and executive actions. FAC is using existing resources and leveraging strategic partnerships with Florida's counties, the National Association of Counties (NACo) and other partners to accomplish its membership's goals.

In September 2013, the Executive Committee approved two pressing issues as advocacy priorities for FAC: passage of a 2013 Water Resources Development Act (WRDA) and action on the Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12). FAC staff partnered with South Florida's 16 County Coalition for its first Washington DC Fly-In, which included two days of hearings and individual meetings. FAC traveled with county commissioners and met with 15 members and staff of the Florida Congressional Delegation to advocate for its members on WRDA and BW-12.



Congressman Patrick Murphy briefs counties on Lake Okeechobee



Gulf Consortium Signs Memorandum of Understanding



Monroe County Mayor George Nugent (center) with Lisa Tennyson and Roman Gastesi

A six-month undertaking, staff negotiated and secured execution of a Memorandum of Understanding between the 23-member Gulf Consortium and the Executive Office of the Governor. The Memorandum of Understanding, which provides the Gulf Consortium with decision-making authority regarding development and content of the State Expenditure Plan, avoids duplication of efforts and ensures effective utilization of available resources by codifying a partnership between Florida's local governments and the State of Florida to fully recover the Gulf of Mexico following the Deepwater Horizon disaster. The historic agreement fosters collaboration of all levels of government during the development of the State Expenditure Plan, enhances coordination and ensures consistency with the goals and objectives of the Gulf Coast Ecosystem Restoration Council's Comprehensive Plan: Restoring the Gulf Coast's Ecosystem and Economy.

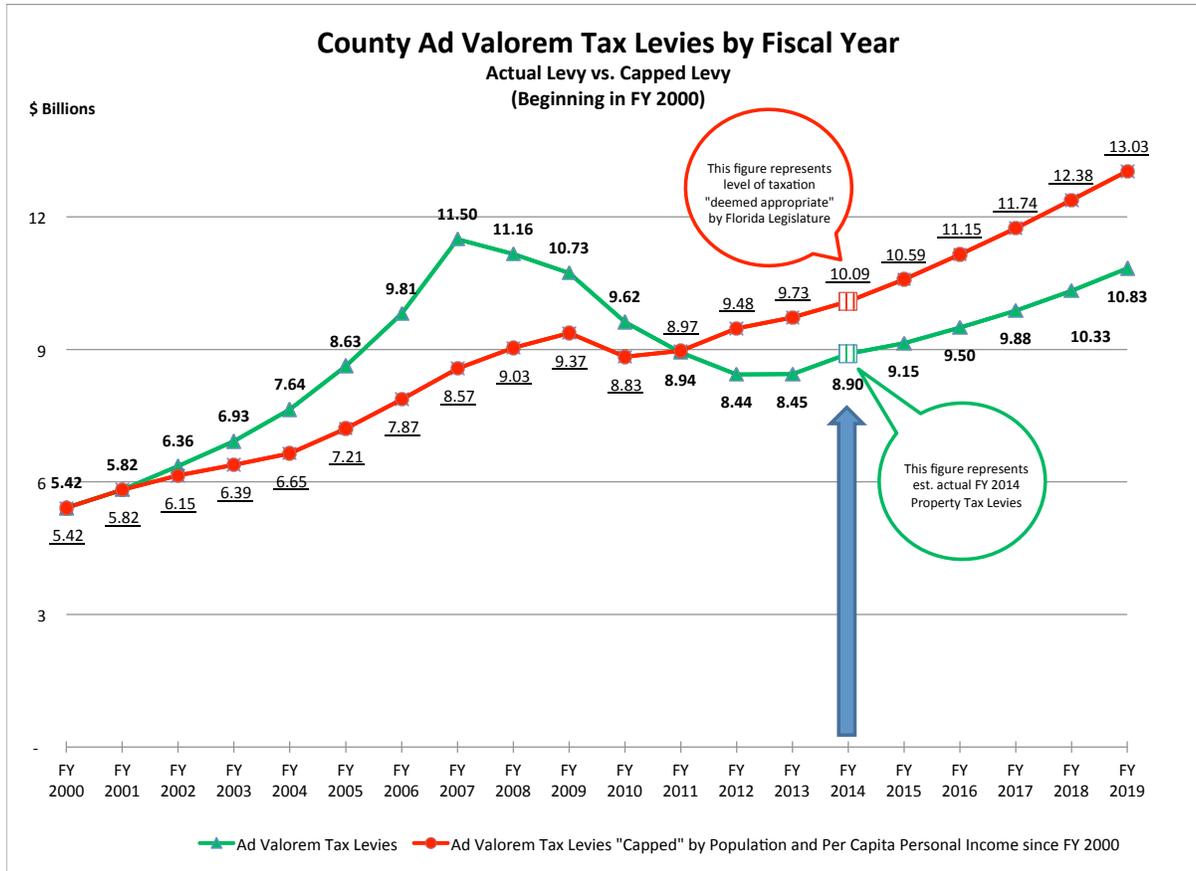
2013 Property Tax Summary

Taxable Values

- Growth in statewide taxable values for counties in aggregate (when compared to 2012 values) was positive - values are up an estimated 3.9% or roughly \$49 billion.

Property Tax Levies

- Total Fiscal Year 13/14 county revenues derived from property taxes are 5.36% more than revenue generated in FY 12/13. This percentage represents approximately \$453.1 million.
- Individually, 11 of Florida's counties experienced a decrease in revenues when compared to the previous year. The other remaining 56 counties saw some level of positive growth.



Note: Tentative tax and revenue information was derived from standardized tax forms (Form DR-420) dictated for use by the Department of Revenue as a part of the statutorily mandated "Truth in Millage" (TRIM) process. Final data is certified by the Department of Revenue after the completion of the county budget process as dictated by Florida Statutes.

Property Tax Rates

- For FY 13/14, 17 of Florida's counties reduced taxes when compared to FY 12/13.
- Two counties adopted rates that equal their Rolled-Back Rate for FY 13/14.
- 48 counties adopted higher millage rates compared to FY 12/13.

Other Trends

- Total county revenues derived from property taxes for FY 13/14 are below actual property tax revenues received in FY 05/06.
- Total county revenues derived from property taxes for FY 13/14 thru FY 18/19 are well below the legislative proposed benchmark (growth in population + growth in per capita personal income), and the negative gap or margin is projected to increase in each respective out-year during that time period.



Communications & Member Services

WHAT HAPPENED

Online Directory

Successfully transitioned from an annual printed membership directory to an online membership directory available free of cost on both the FAC website and FAC App. The online directory allows FAC staff to easily update contact information as it changes giving members' access to the most current information for all 67 counties. The online directory requires minimal web maintenance saving FAC the approximate cost to produce the printed directory which averaged \$13,000 annually including layout, printing and shipping.

Editorial Board Tour

Expanded outreach to all regions of the state including smaller media markets to promote greatest possible exposure to FAC's priority issues. We met with a total of 21 newspapers over the course of seven weeks.

Membership Services

In conjunction with the editorial board tour we made significant efforts to meet with county commissioners and staff to promote FAC services as well as receive feedback from counties on local issues of importance and how FAC could improve services offered. As part of this outreach we began tracking meetings with membership including member, date, location and the general purpose of the meeting so we could analyze participation and target counties for greater outreach.



Sarasota County Sheriff Tom Knight, receiving 2013 County Partner Award

WHAT WILL HAPPEN

Strategic Plan

FAC began laying the ground for the strategic planning process in the fall of 2013. Starting in January 2014 we will hold regional workshops to identify our members goals for the Association over the coming years. The final Strategic Plan will be presented to the membership at our 2014 Annual Conference in Orange County.

Member Service

We will continue to improve existing services as well as identify new ways to engage our members on an individual and county level.

Streamlining Communications

Using all available avenues of communications we will continue to increase the timeliness and efficiency in which we communicate with our membership.



Mark Sexton and Nick Matthews



Commissioner Grover Robinson



Commissioner Desloge and 2013 County Champion, Representative Rich Workman



Letter from the Executive Director

From advocacy to education we constantly strive to provide the best services to our members. 2013 has across the board been a year of growth and success for the Association and 2014 will be no different.

We have begun developing our next five year strategic plan and your engagement in this process is critical. It is my goal for the Association to find new and innovative ways to serve and support our counties. We will look towards use of technology and communications to improve responsiveness to the needs of our membership. We will seek to diversify our business opportunities so we can provide access to competitive products and services.

Collaboration has been a tenant of the Association's mission from the start and nowhere is that more important than in our advocacy efforts. Deena Reppen joined us as Legislative Director in November 2012 and has been hard at work strengthening our relationships in the legislature and the capitol. The success was evident in the Medicaid negotiations that took place during the 2013 Legislative Session. We were able to negotiate a compromise on the Medicaid cost sharing system, saving counties 40 million dollars over three years and allows counties time to find solutions that work locally.

Engaging our State Senators and Representatives did not end with Session. We have had key legislators attend all of our conferences this year and participate in our policy discussions. Open dialogue and understanding differing points of view is the first step in building a productive solution based relationships.

We won't always see eye to eye but we will continue to strengthen these relationships and work more effectively with the state to create smart policy.

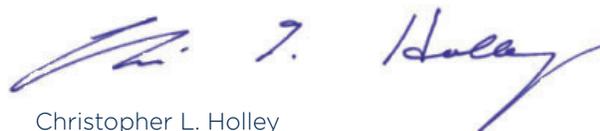
2013 has also been a successful year for our Enterprise programs. We entered into a new partnership with Boston Mutual/Gregory and Appel to provide valuable life insurance programs to county staff with no cost to counties. The NACo Prescription Discount Card Program continues to grow around the state saving citizens millions of dollars.

We will continue to promote the cost saving services offered by our Enterprise partners and look for new services we can offer counties to save time and money. In the coming year we will look to offer new insurance and risk management options for our counties.

Our partnership with the University of Florida has allowed us not only to integrate new commissioners to the world of county government but to offer the now legislatively mandated ethics training. We cannot forget that 2014 is an election year and look forward to another class of new commissioners in our Certified County Commissioner Program.

I am excited about the coming year and the opportunities the Association has to expand services and improve upon this great foundation we have built. With your leadership Florida will remain a great place work, live and raise a family.

Sincerely,



Christopher L. Holley
Executive Director





2013 Annual Report



Florida Association of Counties Staff



EXECUTIVE

Chris Holley, Executive Director
Valerie Rogers, Executive Assistant to the Executive Director

LEGISLATIVE

Deena Reppen, Legislative Director
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Susan Harbin, Legislative Advocate, Health & Human Services
Davin Suggs, Senior Legislative Advocate, Taxation & Finance
Lisa Hurley, Senior Legislative Advocate, Public Safety
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2013 Annual Report



CIVILITY. OPPORTUNITY. UNITY.

