



*Learn. Serve. Lead.*

# ANNUAL REPORT

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In response to increasing requests for education programs and technical assistance, the Florida Association of Counties created the Florida Counties Foundation (FCF) in 1990. FCF is a private, non-profit 501(c)3 governed by a Board of Directors which is comprised of county commissioners, county administrators, and county attorneys. In 2018, the Foundation was rebranded as the Institute for County Government (ICG). ICG oversees the content of all the education programs as well as FAC's Annual Conference and the Innovation and Policy Conference.

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*The Institute for County Government enhances 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.*

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# 01 | BOARD OF DIRECTORS



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Leon County  
Commissioner



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**VICE CHAIR**  
Okeechobee County  
Commissioner



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**Susan Adams**

Indian River County  
Commissioner



**Brandon Arrington**

Osceola County  
Commissioner



**Robert Bender**

Escambia County  
Commissioner



**Emma Byrd**

Hendry County  
Commissioner



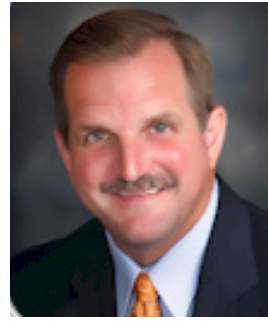
**Lee Constantine**

Seminole County  
Commissioner



**Thomas Ford**

Nassau County  
Commissioner



**Larry Harvey**

Putnam County  
Commissioner



**Viviana Janer**

Osceola County  
Commissioner



**Rob Lewis**

Sarasota County  
Government Relations



**Janet Long**

Pinellas County  
Commissioner



**Vince Long**

Leon County  
County Administrator



**John Meeks**

Levy County  
Commissioner



**Sean Parks**

Lake County  
Commissioner



**Dr. Barbara  
Sharief**

Broward County  
Commissioner



**Richard Wesch**

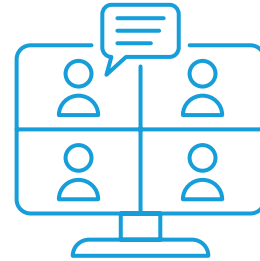
Lee County Attorney

## 02 | 2020 MILESTONES



Held the following:

- CCC – 10 virtual courses
- ACC I – 28 virtual class hours
- ACC II – 28 virtual class hours



Created advanced CCC classes for Growth Management and Affordable Housing.



Created an online learning platform for FAC members.



Created new course on flood mapping and resiliency.



Hosted Emergency Management Bootcamp for county officials in advance of hurricane season



Secured partnership and grant funding with Florida State University's Department of Urban Planning for a resiliency study.



Served as an evaluator for FSU's Department of Urban Planning Graduate Capstone Project

### By the Numbers



**482**

**Status:** Since its inception, the CCC program has graduated 482 county commissioners.



**13**

**Status:** Since its inception, the CGE program has graduated 13 county employees from the program.



Participated in an assessment of FEMA’s mitigation program with U.S. General Accounting Office (GAO).



Launched the “ICG Webinar Wednesday” program, hosting over 50 webinars.



Created the “ICG County Conversations” Podcast Show.



Recognized the following counties for the ICG Best Practices in County Government Award Program:

- Charlotte County – *Leadership Development Program*
- Flagler County – *Fire Leadership Academy*
- Leon County – *Created Equal*
- Okaloosa County – *Lazarus Field*
- Volusia County – *Youth Services in a Pandemic*



**259**

**Status:** Since its inception, the ACC I Program has graduated 259 county commissioners.



**14**

**Status:** Since its inception, 14 county commissioners completed the inaugural year of this ACC Level II program.

## 03 | STRATEGIC PLAN AND GUIDANCE

In 2018, the ICG Board of Directors adopted a strategic plan to guide its training and other initiatives. As adopted, the plan structures the functions of the ICG around three principal areas: (1) Education and Leadership; (2) Research and Innovation; and, (3) Signature Initiatives.

### Education

#### The Certified County Commissioner (CCC) Program

Launched in 1996, the Certified County Commissioner Program is a voluntary program of study designed for county commissioners to learn information and enhance skills relevant to their duties and responsibilities. Courses are taught by a team of experts, which includes university faculty, government officials, professional speakers, FAC members and FAC staff.

**482**

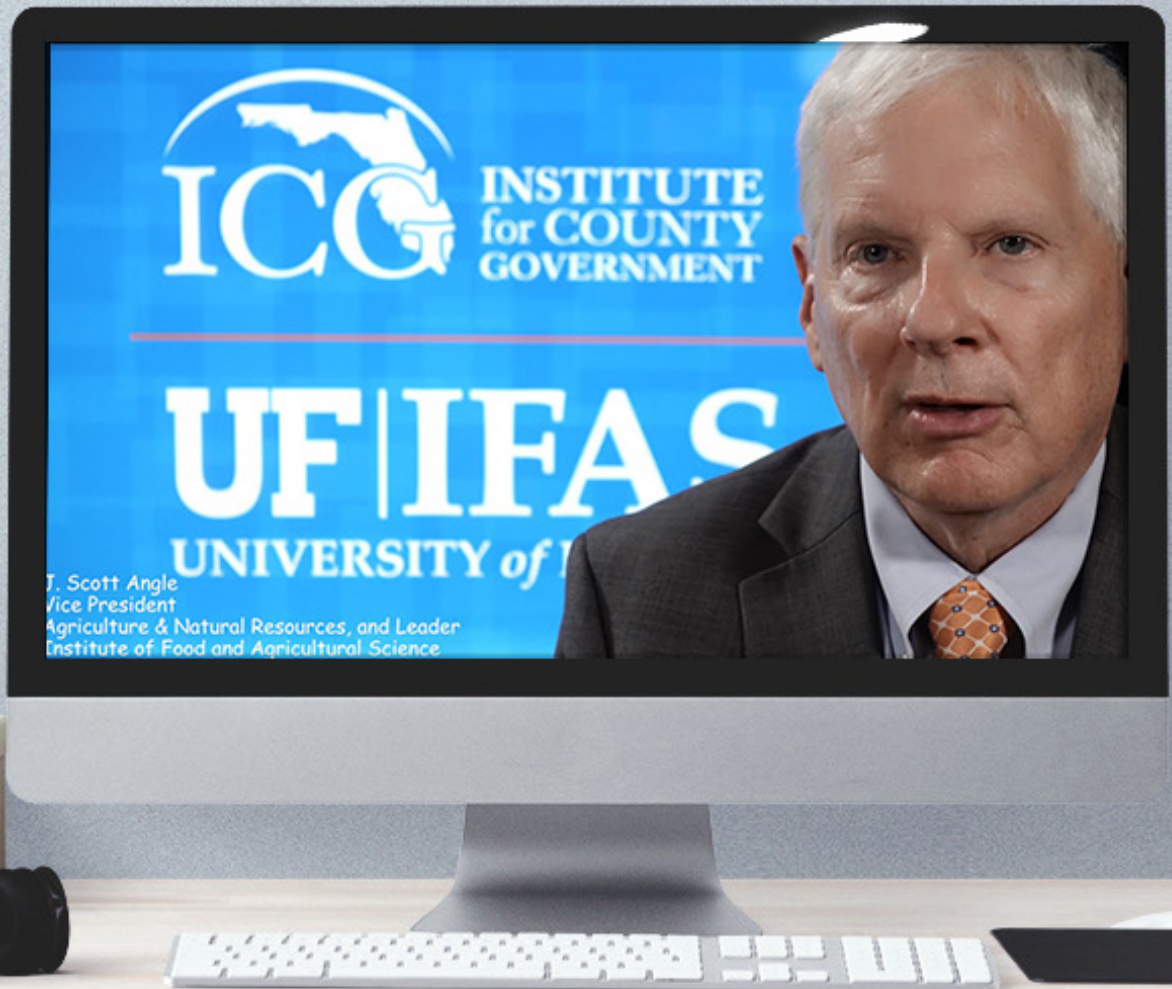
**Status:** Since its inception, the CCC program has graduated 482 county commissioners.

CCC participants must complete a total of 45 hours of course work. This includes 30 hours of core, 9 hours of elective and 6 hours of continuing education courses. Completion of the course requirements results in the designation of Certified County Commissioner. CCC courses are offered year-round at FAC conferences and may now be completed in 6-12 months.

- **David Osteen**  
*Dixie County*
- **Joe Mullins**  
*Flagler County*
- **Gregg Weiss**  
*Palm Beach County*
- **Scott Monlyn**  
*Calhoun County*
- **Harold Jenkins**  
*Martin County*
- **Thomas Demps**  
*Taylor County*

All core CCC classes are sponsored by and carried-out in collaboration with the University of Florida, Institute of Food and Agricultural Sciences Extension (UF/IFAS Extension).





## The County Government Education (CGE) Program

Launched in 2017, this program is a voluntary program of study for county staff that is based on our current Certified County Commissioner (CCC) program. Content for this program includes county government structure and authority, finance and budget, growth management, ethics and Sunshine Law, and Florida's legislative process. The County Government Education courses will be offered year-round, mostly in conjunction with FAC conferences.

13

**Status:** The CGE program has graduated 13 county employees from the program.

## ICG Leadership Forum

ICG offers advanced leadership training through the ICG Leadership Forum. The first two tiers of the leadership program are held in partnership with the University of Florida, IFAS Extension and are designed to advance the skills of county officials and enable them to meet the unique challenges of their duties and to enhance their leadership skills and style.

## ACC Level I

The Advanced County Commissioner (ACC) education program is an advanced leadership program designed for graduates of the Certified County Commissioner (CCC) program. The course content focuses on leadership with an emphasis on the future of Florida. Participants are tasked with preparing for the future by thinking and acting anew and asserting skillful leadership in times of daunting challenges and rapid change.

259

**Status:** Since its inception, the ACC I Program has graduated 259 county commissioners.

Organized as a series of three seminars, the ACC program is completed after 27 hours of total course work. Participating commissioners must commit to fully participate in all three seminars in order to graduate.

- **Tony Anderson**  
*Walton County*
- **Noey Flores**  
*Hardee County*
- **Gayward Hendry**  
*Clay County*
- **Kenny Thompson**  
*Bradford County*
- **Aaron Bell**  
*Nassau County*
- **Thomas Ford**  
*Nassau County*
- **Ricky Jones**  
*Franklin County*
- **Cathy Townsend**  
*St. Lucie County*
- **Robert Bender**  
*Escambia County*
- **Danny Glidewell**  
*Walton County*
- **Alston Kelley**  
*Madison County*
- **Donnie Waldrep**  
*Madison County*
- **Wendy Breeden**  
*Lake County*
- **Brad Goodbread**  
*Okeechobee County*
- **Rick Minor**  
*Leon County*
- **Arlene Tuck**  
*Highlands County*
- **Edward Ciampi**  
*Martin County*
- **Gene Hall**  
*Jefferson County*
- **Jim Moody**  
*Taylor County*
- **Michelle Coldiron**  
*Monroe County*
- **Gregory Hansen**  
*Flagler County*
- **Michelle Stone**  
*Marion County*



## ACC Level II

Launched in 2019, ACC Level II is a new leadership program developed strategically for ACC graduates who seek to expand their education opportunities. ICG has collaborated with UF/IFAS Leadership Institute to develop this next level training that is designed to build upon the skills learned in the CCC and ACC programs. ACC Level II gives alumni an opportunity to develop the tools and skills needed to be strong versatile leaders and lead the way in transforming their counties and the state of Florida.

# 14

**Status:** The inaugural class of the ACC Level II Program had 14 graduates.

- **Timothy Stanley**  
*Glades County*
- **Chris Dougherty**  
*Bradford County*
- **Ronnie Richardson**  
*Suwannee County*
- **John Meeks**  
*Levy County*
- **Emma Byrd**  
*Hendry County*
- **Mack Bernard**  
*Palm Beach County*
- **Lawrence Harvey**  
*Putnam County*
- **Justin Taylor**  
*Nassau County*
- **Emily Bonilla**  
*Orange County*
- **James Johns**  
*St. Johns County*
- **Mitchell Wills**  
*Hendry County*
- **Peggy Choudhry**  
*Osceola County*
- **Mike Cella**  
*Clay County*
- **Matt Brooks**  
*Levy County*

## Political Training Program

The Political Training Program was created as an answer to many of our members who expressed frustration that counties were not well represented in the legislature; that too many anti-local bills were being pushed and supported by legislators who have little understanding of county government; that one solution to this problem would be to encourage more county commissioner to run for higher office, especially the Legislature.

The program focuses on personal and political preparation for future service as an elected official and community leader. Ideal attendees for the program are commissioners or county staff who are interested in running for higher office, especially the Legislature.



## Chairman's Program

The Chairman's Program provides training on the duties, powers and responsibilities of the chair and vice chair leadership positions. The program also explores how chairmen can avoid highly predictable problems and make slight changes in behavior to most effectively run a county commission meeting. While this program is designed for board chairs and vice chairs, all commissioners will benefit from the training which includes tips for becoming an effective communicator with the media and with the community.

# Research and Innovation

The primary goal of this area is to ensure that ICG is the most trusted resource for Florida county data and information. Specifically, the plan calls for ICG to produce and publish credible, reliable research on issues facing Florida counties under the ICG brand; to produce and provide expert public policy analysis to Florida counties county stakeholders, state and federal partners, and the public. Some of ICG's recent works includes:



## DIGITAL INNOVATION

As a result of COVID-19, ICG was forced to move all its in-person courses to a live digital platform. This transition not only increased attendee participation but cost savings for attendees and instruction were realized.



## LEARNING MANAGEMENT SYSTEM (LMS)

Building off the successful transition to live virtual classes, ICG invested in a new on-line learning platform (Learning Management System) that will allow members to take classes at their convenience and at a reduced cost.



## STUDIO 67

Created an in-house digital studio for the purpose of membership education and outreach. Under the direction of ICG, a weekly webinar series was launched ("Webinar Wednesdays"), as well as a periodic podcast show titled "County Conversations."



## FLORIDA COUNTY GOVERNMENT GUIDE

Maintaining and updating the Florida County Government Guide (an ICG publication) which is a comprehensive reference on all aspects of Florida county government. The Guide includes information on Florida's history, the structure of county government, leadership and management, budgeting methods and strategies, economic development opportunities, growth management, human resources, emergency management, purchasing and contracting, health and safety, infrastructure and more.

In addition to being a reference for county commissioners and staff, the Guide also serves as the curriculum for the Certified County Commissioner (CCC) Program.



## INNOVATION DAY

Planning and coordinating the Innovation Day during FAC's Innovation and Policy Conference also falls under the ICG. Created in 2018, the ICG Innovation Day provides participants with an immersive experience that exposes them to technological and programmatic solutions to county problems. Recent Innovation Day experiences have included field trips to planned communities, solar farms, and multi-use public safety complexes. The 2019 Innovation Day also included a "Service Day" where participants worked with a local non-profit to assist a residential property owner whose home was impacted by Hurricane Michael.



## County Conversations Podcasts

- Thad Altman
- Chip LaMarca
- Cyndi Stevenson

## Webinar Wednesdays

### Rural Broadband Solutions

Planning for the \$1.9T American Rescue Plan and Emergency Rental Assistance Program Implementation Strategies

Redistricting County Commissions in 2021

Best Practices - Polk County: Helping HANDS

Aetna - Covid-19 Vaccine Update

Best Practices - Flagler County: Fire Leadership Academy

Best Practices - Volusia County: Youth Services in a Pandemic - From Obstacles to Innovation

COVID and Counties: It's Not Just A Horrible Disease - It Could Be Your Next Employee Lawsuit by Bryant Miller Olive

COVID-19 Rental Assistance: A Playbook for Immediate Deadlines and Program Implementation

2021 Fiscal Outlook featuring Joe Rulison, CEO/Founder, three+one

Modernizing on a Dime: How St. Petersburg, FL moved quickly to save small businesses by rethinking how they work

The Future of Public Meetings By OnBoard

CARES Act: The End is Nigh! Webinar by Nabors, Giblin & Nickerson, P.A.

IEM Webinar - A Holistic Approach to COVID-19 Response and Recovery

FDOT: Update on MCORES

Results 2020 - Overview of County Elections

A Look at the Florida Transportation Plan (FTP) Update

Use CARES Act Funds to Improve Mental Health In Your County

Media in a Virtual World

COVID-19 & Mental Health in the Workplace

Community Policing in Florida

Solutions to COVID-19 Budget Challenges

Election Security During COVID-19

COVID-19: The Science Behind the Headlines

COVID-19 Rapid Contact Tracing

Florida's Housing Framework: Legislative Update and COVID 19

Navigating Public Employees' Speech Rights

Demographics are Destiny: How Demographic Trends are Reshaping Florida and the United States

Lieutenant Governor Jeanette Nuñez Provides an Update on the 2020 Census

New Tech Entering the Market to Help with Reopening

Campaigning and Communicating in a COVID World

5G, Public Safety & Cybersecurity

Is your virtual BOCC meeting secure?

What Now? Clean Waterways Act - New Requirements on Florida Counties

Maximizing Federal Assistance: Seeking, Obtaining, and Using CARES Act & Federal Assistance Funds

Making the Most of Libraries During COVID-19

CARES Act Webinar: Distribution of CARES Act Monies

Virtual Town Hall With Florida's Agriculture Commissioner

Working with Utilities During the Pandemic & Hurricane Season

Preparing for Hurricane Season During COVID-19

Making the Most of Your County Cash Flow During COVID-19

The Florida Economy

COVID-19: Getting the Highest Reimbursement Dollars

Unprecedented Leadership: How to Lead During COVID-19

The Future of COVID-19: Research, Vaccines, & How to Move Forward

The Science of COVID-19: Today & In The Future



Ginger Delegal



Chip LaMarca

# Signature Initiatives

The ICG Signature Initiatives represent unique partnerships, projects, and other activities that further the ICG's mission, while creating value opportunities for counties. By leveraging formal and informal partnerships with other organizations, ICG develops new training courses, participates in special projects, and offers peer review support for county and regional initiatives. Recent collaboratives have resulted in developing the following new courses:



**Emergency Management 101 for County Officials**



**Floodplain Management 101 for County Officials**



**Disaster Mitigation Strategies for County Officials**



**Public Works 101 for County Officials**



**Transportation Planning 101 for County Officials**



**Affordable Housing for County Officials**



**Growth Management in the Next Decade**



**Political Candidates Training Program**



**New Chairman's Training Program**

## Specialty Classes

In response to member interest in expanding their knowledge of core and elective CCC classes, ICG has initiated a series of specialty courses. By the end of 2021, the following specialty courses will be available:

### Affordable Housing

- "The County Role in Making Housing Affordable"
- "Bringing Down the Cost of Housing"
- "Political Will in the FACE of Nimbyism"

### Disaster Resiliency

- "County Responsibilities Under the National Flood Insurance Program (NFIP): A Primer for County Officials"
- "Hazard Mitigation Planning and Project: A Primer for Counties"

### Growth Management

- "Big Ideas in Planning" – A course on best practices in growth management planning
- "Planning Processes and Strategies" - A course on large scale planning processes and planning for small communities.
- "Litigation Risks in Planning" – A course on property rights and legal issues associated with county land use and zoning decision.

Other initiatives include the following:

- Partnering with Florida State University's Department of Urban Planning on a project titled *"Recommendations and Guidance on Intra-Regional Mitigation Planning Coordination and Social Vulnerability Assessment in the UD-MDI area of Broward County and Statewide"*
- Partnering with the Florida Division of Emergency Management to identify specific information gaps on floodplain management for county officials
- Developing strategic partnerships with:
  - Florida Emergency Preparedness Association (FEPA)
  - Florida Division of Emergency Management (Mitigation Bureau)
  - Florida Chapter of the American Planning Association (FAPA)
  - Florida Department of Transportation (FDOT)
  - Florida Housing Coalition (Affordable Housing)
  - The Metropolitan Planning Organization Advisory Council (MPOAC)
  - The Center for Urban Transportation Research (CUTR)





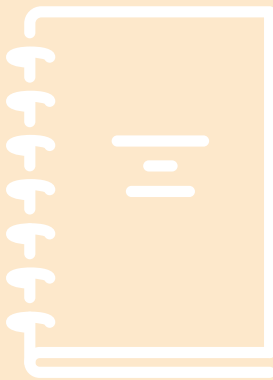
## 04 | LOOKING FORWARD

### Virtual Learning

As a result of COVID-19, the ICG has had to reconsider its traditional education delivery system. While plans are being made to continue with in-person classes, the pandemic has created opportunities that will allow it to provide members with education in alternative formats. Specifically, plans are being made to provide classes virtually with user-friendly platforms such as “Zoom.”

During the pandemic, ICG successfully moved all its core CCC classes and ACC classes to a virtual environment. This was accomplished in two ways:

- First, all the core CCC classes and ACC classes were held via the Zoom platform. All the sessions were recorded and then professionally edited for future viewing.
- Second, ICG invested in on-line Learning Management System (LMS) that allows participants to take classes at time and place convenient them. Moving forward, all future elective and specialty classes will be recorded and moved to the LMS catalog.



#### County Commissioner Handbook

As a smaller companion to the Florida County Government Guide, a new County Commissioner Handbook will be developed in 2021/22. The Handbook will be a condensed document that can serve as a quick reference guide for county commissioners, listing a county’s core functions and services, with resource links for each. A digital version of the Handbook will be posted to the ICG webpage with subject area links to related ICG training classes.

# CCC and CGE Core Courses

## NEW COMMISSIONER WORKSHOP (CCC PROGRAM ONLY)

This in-depth course is designed to help officials transition into their new governing roles. Participants will gain an understanding of the wide range of topics that are important for their job including legal requirements, nature of county organization, finance and budget, and strategies for success in this role.

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## ETHICS, PUBLIC RECORDS & SUNSHINE LAWS (MANDATORY)

This course is designed to give commissioners an understanding of Florida's stringent laws. Participants will broaden their knowledge of ethics requirements for elected officials, understand the Sunshine Law and Public Records Law, learn about reporting requirements, and become familiar with the process of an ethics complaint.

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## FINANCIAL MANAGEMENT

This course provides guidance for commissioners to better manage their county's fiscal affairs. Participants will gain a basic understanding of the state's fiscal trends, budgeting process, revenue sources available to their counties and the what, when and how to issue debt.

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## GROWTH MANAGEMENT & LAND USE DECISIONS

This course is designed to give commissioners an understanding of the history of land use planning in Florida and how we got where we are today. Participants will learn the realities of implementing comprehensive plans including how amendments, development approvals, and exceptions should be handled.

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## COUNTY GOVERNMENT STRUCTURE & AUTHORITY

This course looks at the authority that has been granted to counties by all sources, including the citizens. Participants will broaden their knowledge of county government form and function, of state government and how it relates to federal government, and of mandates and the impact they have on counties.

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## COUNTY GOVERNMENT ROLES & RESPONSIBILITIES

This course looks at the functions of county government. Participants will better understand state mandated county government services including public safety, transportation and health and human services.

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## CCC and CGE Electives

- FLOODPLAIN MANAGEMENT 101 FOR COUNTY OFFICIALS
- DISASTER MITIGATION STRATEGIES FOR COUNTY OFFICIALS
- PUBLIC WORKS 101 FOR COUNTY OFFICIALS
- TRANSPORTATION PLANNING 101 FOR COUNTY OFFICIALS
- AFFORDABLE HOUSING FOR COUNTY OFFICIALS
- GROWTH MANAGEMENT IN THE NEXT DECADE
- POLITICAL CANDIDATES TRAINING PROGRAM
- NEW CHAIRMAN'S TRAINING PROGRAM
- ECONOMIC DEVELOPMENT
- WATER RESOURCE MANAGEMENT
- CHARTER COUNTY GOVERNMENT



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