# The Florida Sheriffs Association, 2013: an Overview



Protecting, Leading and Uniting . . . since 1893



#### TABLE OF CONTENTS

Introduction2
Serving the Sheriff's Office4
Service to Florida Youth8
Recognition and Resources10
Operations and Funding12
Sources of Revenue14
FSA: Still Managing

Published by the Florida Sheriffs Association

# Welcome to the Florida Sheriffs Association

This publication was developed to give you, our members and supporters, insight into the inner workings of the Florida Sheriffs Association (FSA), one of the most effective law enforcement support organizations of its kind in the nation.



Steve Casey
Executive Director

In 1893, a small group of Florida Sheriffs banded together to create the Association. Their goal was to create an organization which would assist them in enhancing public safety in our state. They understood that by uniting and speaking with a clear voice they would be better able to shape public safety policy in our state in a positive way. We now know just how right they were!

Over the years, the Sheriffs, via their association, led the way in transforming our criminal justice system into one of the finest in the nation. Because of their efforts, we now have the best trained and equipped law enforcement officers in the country, and crime is at its lowest point in four decades, which translates into safer communities and a better quality of life for everyone.

Today FSA is the largest association of its kind in the U.S. With the support of over 70,000 honorary and 3,500 business members we provide the Sheriffs with an impressive list of programs and services (i.e.: legal, legislative, task force coordination, purchasing, insurance, training, conferences, youth ranches, law enforcement memorial, and media services) which assist them in carrying out their duties.

As you review this guide, I hope it will assist you in gaining a better understanding of how your support of FSA, and its many programs and services, translates into support of your Sheriff and public safety in general.

In closing, we are very proud of the programs and services we provide and the trust our members have placed in the Association and we pledge to continue to work diligently to advance the vision of the founding Sheriffs of a better, safer, more secure Florida for all. On behalf of all the Sheriffs in Florida, and the staff at FSA, I want to thank you for your continued support.

Sincerely,

**Executive Director** 

Florida Sheriffs Association

Uniting, Leading, Protecting Since 1893

### **Uniting Sheriffs**

When first organized, the stated purpose of the Florida Sheriffs' Mutual Benefit Association today's Florida Sheriffs Association – was to provide a means "to the end that Sheriffs...may be brought into closer touch with each other for their mutual benefit." Duval County Sheriff Napoleon Broward, who later served as Governor of Florida, helped organize the Association in 1893. In 1910, it was re-organized under the new name and continues to

quietly serve the citizens of Florida by enhancing and supporting the needs of Florida's law enforcement community.

What began as a simple, loose-knit group has evolved into a nonprofit organization of more than 70,000 Florida citizens, businesses, law enforcement officers and all 67 Florida Sheriffs.

Today, eclipsing what even its most ambitious founders could have foreseen, FSA's programs, law enforcement activities and educational and charitable activities have made it one of the largest and most successful state law enforcement associations in the nation.

#### Committed to action

Through the Florida Sheriffs Association, Sheriffs are given a forum to address lawmakers and push for positive changes in Florida's public safety arena. FSA also provides Sheriffs' Offices much-needed programs such as affordable training, special task forces and legislative and legal services.

Dedicated to the prevention of juvenile delinquency and the development of lawful, productive citizens, FSA was the founding sponsor and continues to be a significant contributor to the Florida Sheriffs Youth Ranches. This organization helps restore hope, fulfill dreams and prepare boys and girls for the future through its facilities and services throughout the state.

#### A bold mission

The mission of the Florida Sheriffs Association as a self-sustaining, charitable organization is to foster the effectiveness of the Office of Sheriff through leadership, innovative practices, legislative initiatives, education and training. Our vision is to unite Florida's Sheriffs in purpose and voice for the protection of Florida's citizens and visitors.

The Florida Sheriffs Association values integrity, fairness, commitment and accountability. Integrity is practiced by each of our members and the organizations they represent and we are committed to the protection of the Office of the Sheriff and to our obligation to the citizens we serve. We practice fairness and accountability in our interactions with the members of our organization, the citizens and visitors to this state.



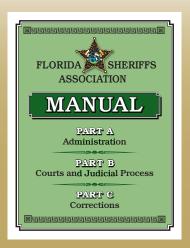
1913 - FSA Meeting, Jacksonville, Fla.



Taylor County Deputy Baxter Young patrolled on horseback between 1898 and 1929.













# Serving the Sheriff's Office

Our number one priority is providing tangible assistance to Florida's 67 Sheriffs' Offices. Following are a few of the notable services provided by the Association.

**Administrative Services.** FSA and its legal counsel respond to requests for information pertaining to all aspects of Sheriff's Office administrative operations, including fiscal accounts and records, audits, preparation of budgets, personnel policies and procedures and proper expenditure of public funds.

The Association also updates the Sheriffs' Manual to reflect changes resulting from legislative acts, judicial rulings, Attorney General opinions and other factors for the Sheriffs' reference. The manual plays a key role in FSA's New Sheriffs Institute, which is held every four years and directly following elections, and is a continuing resource for Sheriffs and their employees to research different aspects of a Sheriff's operations.

**Operational Services**. FSA fields requests from Florida Sheriffs' Offices for information pertaining to law enforcement operations and jail administration. This includes researching and reviewing law enforcement issues and developing and revising law enforcement operational policies and procedures. FSA researches and provides model policies and guidelines. Additionally, the Association provides support to the Florida Model Jail Standards Committee, which oversees the establishment and revisions of Florida's jail minimum standards and rules. Upon request, FSA also assists Sheriffs or Jail Administrators in finding solutions for operational and management issues. Learn more at www.FLJailStandards.org/.

**Legal Services.** The Association retains legal counsel to provide the following legal services to Sheriffs' Offices:

- Legal consultation and advice for Sheriffs and their staff on law enforcement, employment law and civil process issues
- Assistance in litigation matters of statewide significance
- Preparing and distributing statewide legal alerts on issues impacting law enforcement
- Coordinating annual legal advisor meetings
- Monitoring statutory changes made during the annual legislative session
- Drafting and reviewing Sheriffs' Office policies
- Providing employment applications for both sworn and civilian applicants that are compliant with all state and federal laws



**Legislative Program.** Through the efforts of its staff members, legal counsel, contract lobbyist and public relations counsel, the Florida Sheriffs Association continues to lead the fight in Tallahassee to reform our state's criminal justice system. Each legislative session, FSA communicates concerns about crime rates and trends with members of the Florida House and Senate. Sheriffs often come to Tallahassee to propose legislation, testify before House and Senate committees and speak to their elected Senators and Representatives about ways to create safer communities for our citizens. Over the years, the Florida Legislature and the Governor have responded to our Association's message by passing a series of major reforms designed to crack down on career criminals.

#### Specialized Training, Professional Development and Annual

**Conferences.** The Florida Sheriffs Association brings together Sheriffs, Sheriffs' Office personnel and other stakeholders throughout the year through the following forums:

- Sheriffs' Winter and Summer conferences
- Executive Leadership Conference for law enforcement, corrections & administrative personnel
- Fleet Administration & Vehicle Exposition
- Seminar for the Executive Assistant to the Sheriff
- New Sheriff's Institute for newly-elected Sheriffs
- Extradition conference

FSA also arranges affordable or fee-free training to meet the demands of the Sheriff's Office. Our online training calendar makes it simpler for Sheriffs' Offices to locate law enforcement and corrections training in their area.

The Association has also developed online curriculum accessible through the website, including re-certification for jail inspectors. Visit our training page: www.flsheriffs.org/training



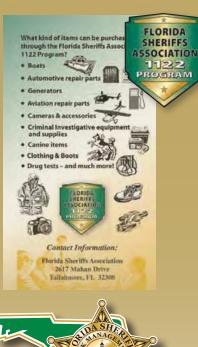












**FSA Bid Programs.** Since 1993, the Florida Sheriffs Association, with the assistance of the Purchasing and Fleet Managers Committee, has managed bid programs to help law enforcement and local governmental agencies secure the most economically priced vehicles tailored to their specific needs. Participating agencies have saved millions of dollars on purchases, including:

- Police and administrative vehicles, utility vehicles, trucks and vans
- Heavy trucks and equipment
- Fire and Rescue Vehicles and other fleet equipment
- Tires and related services

**1122 Program.** The FSA 1122 Program allows state and local government agencies to receive discounts on purchases related to counter drug activities, homeland security and emergency response operations. Everything from aviation parts and supplies to body armor, generators and cameras qualify. Some agencies have reported savings between 50 and 75%. FSA provides the guidance needed to enroll and access the discounted supplies and equipment.

**Insurance Programs.** In 1978, the Florida Sheriffs were seeking a solution to the impossibly high premiums for insuring the high-risk classifications associated with a Sheriff's Office. The visionary John Hunt Sr. helped the Sheriffs form a Self Insurance Fund that is still in existence today. It was designed to provide general liability protection to Sheriffs, their deputies and employees at a reasonable cost. It also includes coverage for labor employment and civil rights administrative and court litigation. This innovative program has saved hundreds of thousands of dollars in higher premiums, which were being charged by commercially owned insurance companies. It is considered a national model for how innovative thinking can save taxpayer dollars – often as much as 40% below commercial insurers.

Today, the insurance products provided through FSA are managed by The Florida Sheriffs Risk Management Fund and the Hunt Insurance Group LLC Willis HRH. These include: Professional Liability and Automobile Insurance, Employee Benefits(comprehensive group health, dental and vision benefits) and Workers Compensation.



**Innovative partnerships.** In recent years, the Florida Sheriffs Association has expanded its service to Sheriffs through innovative partnerships. In response to the desire for deputies and other Sheriff's Office support staff to have their own professional association, FSA helped launch the Florida Deputy Sheriffs Association in 2008. FDSA is a means to provide insurance policies, legal benefits and other services that may not otherwise be available, as well as foster camaraderie and networking through the association. Find out more at: www. FLDeputySheriffs.org.

**Task Force/Emergency Management.** The Florida Sheriffs Association supports Sheriffs in times of natural disaster or other emergency threatening safety and security. FSA established the online Sheriffs Emergency Mobilization System to assist Sheriffs' Offices when they are deploying to help another county or jurisdiction. In addition, the Florida Sheriffs Task Force launches special operations to address specific areas of need. These have included sexual predator roundups, undercover drug stings and gang reduction efforts.



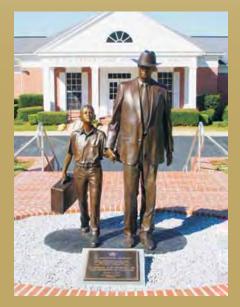




**Five Suggestions for Hurricane Season** 











FSA Scholarship Program

# Service to Florida Youth

Since its founding of the Florida Sheriffs Youth Ranches in 1957, the Florida Sheriffs have been involved in developing programs to benefit youth. That effort has expanded over the years to address specific needs of young people.

Florida Sheriffs Youth Ranches. Florida Sheriffs helped raise \$5,000 to fund an ambitious project which would come to be known as the Florida Sheriffs Boys Ranch. With help from generous benefactors who contributed land, building materials, livestock and cash, FSA created a residential program aimed at preventing juvenile delinquency. Though this "project" struggled to stay afloat in its first few years of operation, the Youth Ranch concept developed into a popular and highly successful program which now consists of six sites throughout the state. This program has grown so large that though it remains sponsored by FSA, it now operates independent of the Association under the title Florida Sheriffs Youth Ranches, Inc. (FSYR). Over 100,000 boys and girls and their families have been given an education, a home or other services provided by FSYR. The Youth Ranches provides three areas of service - Residential Care, Camp Services and Family Services. Many of the Youth Ranches' children have been guided away from lives of delinquency and despair. And, in fact, after graduating from the program many have gone on to wear a badge and uniform, following in the footsteps of the law enforcement officers who made such a positive difference in their younger lives. FSA continues to play a major role in developing the financial resources to keep the Youth Ranches going and growing. Each year, FSA makes a cash donation to the Youth Ranches, and through direct mail appeals, raises additional monies earmarked specifically for the FSYR. FSA's members also have made substantial contributions to the Youth Ranches through wills and bequests. For more information, visit their website: www.youthranches.org

**FSA Scholarship Program.** In 1993, FSA began offering college scholarships to eligible dependent sons and daughters of full-time Sheriff's Office employees. Depending on the funds raised, ten or more \$1,000 endowments are offered to those who have elected to enroll in criminal justice programs. Two scholarships also are awarded to deserving Youth Ranch residents and two scholarships are awarded to participants in the Sheriff's Explorers Youth Program.

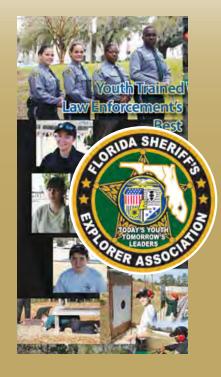


**Sheriff's Explorers Youth Program.** The Law Enforcement Explorer program, started as a division of the Boys Scouts of America, was established in the 1960s as a way to attract young motivated individuals interested in a career in law enforcement. In 1979, the Florida Sheriffs helped launch the Florida Sheriff's Explorer Association, which supports a number of Explorer Posts throughout the state. The Explorer Program links local law enforcement agencies with the youth in their area, enabling young adults to "explore" careers in law enforcement in a fun and innovative setting. This program has proven to be very successful in promoting careers in law enforcement as well as helping those who choose alternative careers to have a healthy respect and strong relationship with the men and women who work in law enforcement.

**FSA Teen Driver Challenge.** The Florida Sheriffs Association developed the Teen Driver Challenge in 2006 to combat the high crash and fatality rate of teen drivers on Florida highways. FSA organized a team of lawenforcement driving experts who are certified as emergency vehicle operation instructors to develop the curriculum. The program was rolled out in early 2007 and as of 2012, more than half of the Sheriffs' Offices offer the TDC training. The 12-hour course takes place over two days with four hours of classroom and eight hours of hands-on instruction on a driving course. FSA makes available (at no cost) student workbooks, training DVDs, CDs, banners and bright red shirts for instructors on the range, in addition to other services. On a limited basis, t-shirts also are provided to students.

The Florida Sheriffs Association also makes available vehicles that are owned by the program for promotional use and range demonstrations. See the vehicles and view videos and student testimonials on the TDC's Web site, http://www.teendriverchallenge.com/.





















# **Recognition and Resources**

# Law Enforcement Memorial

In 2002, FSA dedicated a law enforcement memorial wall and garden to honor the men and women who have given their lives to serve and protect the citizens of Florida. Each year – usually the first Monday in May – FSA hosts a ceremony to honor fallen officers from the previous year, after their names have been inscribed on the granite wall. Their survivors are also recognized during a solemn ceremony held in the front of FSA's headquarters building.

#### **Awards**

FSA is proud to show its support for the men and women of law enforcement by administering several awards programs which recognize outstanding achievements and promote professionalism among individual law enforcement officers.

**Law Enforcement Officer of the Year.** This annual title is bestowed in recognition of outstanding performance by a Deputy Sheriff. The statewide winner is recognized at the FSA Annual Summer Conference and receives a commemorative plaque as well as a \$2,000 cash award.

Corrections Officer of the Year. FSA also recognizes the service and heroism of the officers who work in our county jails. An award is presented to an outstanding Corrections Officer at FSA's Winter Conference. The statewide winner of this award also receives a commemorative plaque and a \$2,000 cash award.

**40 Years of Service.** FSA offers a special "Lifetime Honorary Membership" to Sheriffs' Office employees with 40 years of service or more. They are awarded a plaque and recognized in *The Sheriff's Star* magazine.

**Honorary Sheriff.** This rare award is bestowed on non-law enforcement when the Sheriffs want to recognize a person in a special way.



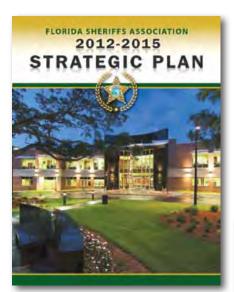
#### **Publications and New Media**

The Association retains public relations counsel, a contract editor and a writer to keep Sheriffs, Honorary, Business and law enforcement members, plus other stakeholders informed. The mediums used for this communication include:

- The Sheriff's Star quarterly; three 20-page issues, plus the comprehensive Annual Guide to Government
- All Points Bulletin 16-page magazine for law enforcement members
- Sheriffs Manual (3 parts)
- E-Newsletter, Weekly Insight, weekly
- Website
- FloridaSheriffsBuyersGuide.com, the ultimate guide to products and services for law enforcement and corrections

# **Other Organizations**

FSA also provides funding for other projects, programs and organizations, including TRIAD, which is a three-way partnership between Sheriffs, Police Chiefs and older or retired leaders in Florida communities. This partnership has agreed to work together to reduce victimization of the elderly and enhance the delivery of law enforcement services to older persons.

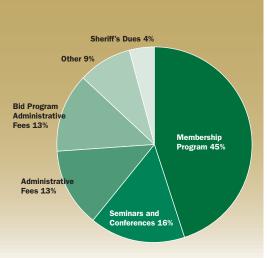












# **Operations and Funding**

# How FSA is Organized

FSA is a corporation made up of the 67 Sheriffs of Florida. To ensure statewide representation, the state is divided into four districts encompassing a number of different counties.

A 17-member Board of Directors, all of whom are Sheriffs, manages the corporation. The Board consists of 12 directors and five officers. Active member Sheriffs in each of the four districts of the state nominate three directors from each district to comprise the 12-member board. The five officers may be nominated from any of the four districts and are elected by the active member Sheriffs. The Chairman and Vice Chairman of the Board are elected by a simple majority vote of the 12 directors. The five officers included on the board are: President, Vice President, Secretary, Treasurer and Immediate Past President. All member Sheriffs present hold elections each year at the Annual Summer Conference.

A Sergeant-at-Arms and a Chaplain are also elected at the Annual Summer Conference and are ex-officio, nonvoting members of the board.

#### Administration

FSA is strongly committed to maintaining its solid reputation for being fiscally responsible and accountable to its members and the public. The Association strictly adheres to a policy of minimizing administrative and personnel costs while providing a high level of service. FSA has always looked for ways to best utilize its human resources, often shifting or increasing responsibilities of its employees, outsourcing and capitalizing on technological advances in order to streamline processes. As a nonprofit 501(c)(3) charitable organization, contributions and donations to FSA are tax deductible.

## Sources of Revenue

FSA's programs and services are funded by revenue produced from the following sources:

- Membership Programs
- Sheriffs' Dues
- Seminars and Conferences
- Corporate Sponsor Program
- Administrative Fees
- Vehicle Program Fees



**Membership Programs.** The Florida Sheriffs Association could not have developed into one of the nation's largest and most successful state law enforcement organizations without the additional funding provided by its membership programs.

Membership in the Association includes: Florida's 67 Sheriffs, private citizens, businesses and other law enforcement officers.

**Sheriffs' Dues.** Membership dues paid by the Sheriffs of Florida are a special source of funding for FSA, although their participation is completely voluntary. Dues are set by a two-thirds vote of a quorum of the Sheriffs present in a general meeting, and are paid annually by individual Sheriffs' Offices. Benefits available to the Sheriffs' Offices far exceed the cost of membership.

It is important to note that dues paid by individual Sheriffs' Offices represent only 4% of FSA's annual budget. The other 96% of funding for programs comes from other revenue sources.

Sheriffs' membership dues are not used for fundraising expenditures. They are used to fund a wide range of FSA services which help improve the efficiency and effectiveness of local county Sheriffs' Offices.

Honorary Membership Program. FSA's Honorary Membership Program is one of the most successful programs of its kind in the nation. This program enables private citizens to show their commitment to Florida's law enforcement community by becoming Honorary Members of the Association. Revenues generated by this program support the myriad programs and services provided to law enforcement and the public. These funds also support a number of charitable organizations including the Florida Sheriffs Youth Ranches, the Scholarship Program and specialty needs including hurricane relief for Sheriffs' Office employees. Individuals may become Honorary Members of FSA by making a \$25, \$50 or \$100 tax-deductible donation to the Association. All Honorary members receive:

- An FSA Honorary Membership I.D. card
- A distinctive green and gold window decal
- A one-year's subscription to *The Sheriff's Star* and *The Rancher* magazines
- Special insurance offers through our partner, Star & Shield Group

Additional benefits are offered for the Honorary Silver (\$50) and Honorary Gold (\$100) levels: Honorary Silver members receive regular member benefits (above), plus one free official FSA license tag and





















lapel pin their first year of membership (a \$15 value). Honorary Gold members receive regular member benefits (above), plus one free official FSA license tag and a tag frame for their auto (a \$35 value).

**Lifetime Honorary Membership.** The Florida Sheriffs Association gives special recognition to those who continue their membership in the Association. In addition to the benefits named above, Sheriffs present certificates to those who have been Honorary Members for 25, 30 and 40 years. Individuals who have given \$5,000 or more to FSA receive a "Lifetime Honorary Member" plaque presented by the Sheriff or his or her designee. This award is also given to law enforcement personnel who have served at least 40 years.

An individual or family may also qualify for "Lifetime Honorary Membership" in the Florida Sheriffs Association by giving \$5,000 or more directly to the Florida Sheriffs Youth Ranches as well. These Lifetime Members also receive an FSA Lifetime Membership I.D. card, a Youth Ranches magnet, lapel pin and lifetime subscriptions to *The Sheriff's Star* and *The Rancher* magazines. Stars for the plaque are also awarded to recognize continued support in increments of \$5,000 up to \$25,000.

The Business Membership Program. Over 3,500 businesses have joined the Association, resulting in a solid partnership for fighting crime. They proudly show their support of FSA's programs and services by displaying their membership plaques on the walls of their offices and retail stores. Businesses may become members of FSA by contributing at one of the following donor levels:

- Bronze \$50 annually
- Silver \$250 annually
- Gold \$500 annually
- Platinum \$1,000 annually

Businesses that elect to participate in this program receive the following items:

- An FSA Membership Plaque (indicating the level of contribution)
- An ID card and window decal for their office or auto
- A one-year subscription to both *The Sheriff's Star* and *The Rancher* magazines
- Special insurance offers through our partner, Star & Shield Group
- Gold and Platinum Business members may also have their photo published in *The Sheriff's Star* magazine

Law Enforcement Membership Program. FSA offers a special



membership category for law enforcement, which includes the following benefits:

- An FSA Law Enforcement Membership I.D. card
- A distinctive green and gold window decal
- A one-year's subscription to *The Sheriff's Star* and *The Rancher* magazines
- Special insurance offers through our partner, Star & Shield Group For those employed by Florida Sheriffs' Offices, additional insurance benefits are available through the Florida Deputy Sheriffs Association, which was founded by FSA. Find out more at: www.fldeputysheriffs.org.

**Membership Appeals.** To maintain a high level of public trust and confidence, FSA adheres to strict membership recruitment and renewal policies:

- FSA opposes the use of high pressure telemarketers for fundraising purposes, and does not use any form of telemarketing
- Unlike many other charities, FSA does not sell member names and contact information to professional fundraising firms
- FSA relies upon direct mail to recruit Honorary and Business Members; letters of invitation are sent to county residents and businesses under the Sheriff's signature inviting them to join the Florida Sheriffs Association
- FSA maintains confidential membership records which include the names of members, mailing addresses, length of membership and any information necessary to forward renewal notices; FSA main tains these records for its exclusive use and does not sell or otherwise distribute its membership lists

**Fees from Seminars and Conferences.** Fees collected from FSA's conferences, seminars and workshops provide another source of income for the Association. This revenue accounts for approximately 16% of FSA's annual budget. Income produced from these meetings is used to offset the cost of the event as well as the additional staffing required to plan, coordinate and host them throughout the year. Additionally, although the attendees and exhibitors have continued to grow in recent years, FSA has been able to utilize in-house resources to contain costs of the seminars and conferences. The savings, in turn, have been passed along in the way of reasonable registration for all.



















company store lately? We've added lots of new items...

- Trailer Hitch Cover
- Cuff Links







Learn More



**Corporate Sponsor program.** To accommodate the many businesses that want to sponsor conference events, FSA created the Corporate Sponsor program in 2011. This program offers a tiered structure with benefits that correspond with a particular giving level. The level of sponsorship determines what functions a company is eligible to sponsor and their location in the trade show. Besides the increased exposure at conferences, Corporate Sponsors can benefit from having their name listed in FSA's publications, their logo and website linked from FSA's home page and discounts on advertising.

**Sale of Promotional Items.** FSA receives income from the sale of various promotional items bearing the FSA name and logo. These include: auto tags, hats, bumper stickers, lapel pins, mugs, golf shirts and watches. See samples online at: www.flsheriffs.org/company-store.

**Advertising.** The Florida Sheriffs Association accepts a limited number of advertisements in The Sheriff's Star magazine, All Points Bulletin, FSA Weekly Insight news brief, and on the website. Although they don't represent a significant amount of revenue, the ads do help offset costs of producing and distributing the print publications and further developing the Association's online presence.

Administrative Fees. The Florida Sheriffs Association receives a nominal fee on vehicles, equipment and tires purchased from the FSA bid programs, as well as purchases involving the 1122 program. These fees help cover the cost of providing these services. Because both programs provide significant savings for the purchasing agencies, the fees are greatly offset by the cost savings. FSA also provides other services to Sheriffs that require administrative fees to offset costs.



The Better Business Bureau Wise Giving Alliance recommends that at least 65% of a group's annual budget should go to the purpose for which the money was raised. The Florida Sheriffs Association's track record exceeds that minimum. In fact, approximately 70% of FSA's annual revenues go right into programs that enhance law enforcement in all counties throughout the state. These include training, task forces, discount purchasing programs, legislative services and more - all provided by less than 20 staff members.

FSA does not employ telemarketers or professional fundraisers and welcomes the scrutiny of all Florida citizens on financial matters. A copy of the official registration and financial information may be obtained from the Division of Consumer Services by calling 1-800-435-7352, toll free within the state of Florida or visiting the website: www.800helpfla. com. Registration does not imply endorsement, approval or recommendation by the state.

**Contact Us.** We appreciate your interest in the Florida Sheriffs Association, its services and programs and we hope we have provided a thorough introduction through this Overview.

Should you have any more questions about FSA, please contact us:

Florida Sheriffs Association P.O. Box 12519 Tallahassee, FL 32317-2519 Phone: 850-877-2165

E-mail: info@flsheriffs.org

More information can be found on our website: www. flsheriffs.org

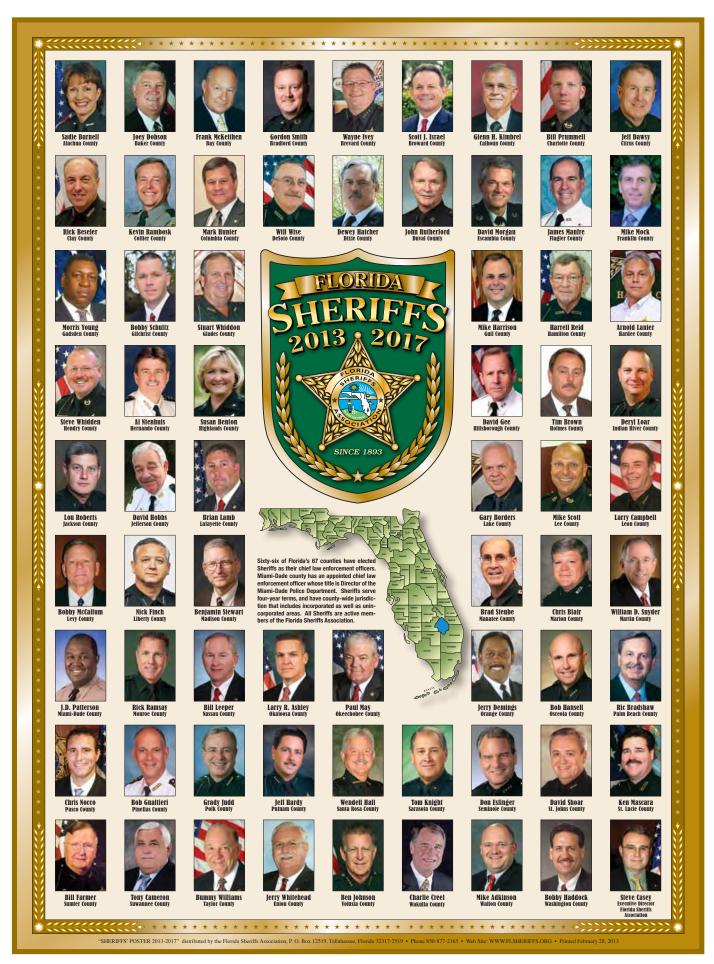


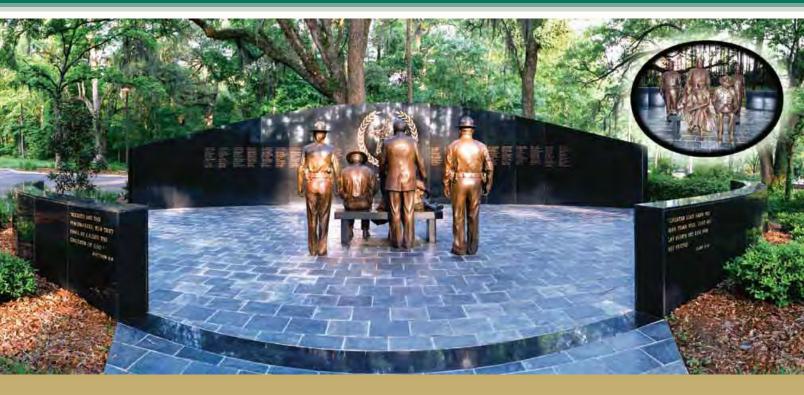












The adoption of the original Strategic Plan on February 8, 2010, served as a defining point in the history of the Florida Sheriffs Association – one of great promise and expectation. Combined with the timing of moving to a new headquarters building later in the year, FSA is now in a position to provide even more services to the Sheriffs of Florida and our members.

With the law-enforcement memorial wall at its visual center, the headquarters building stands as a monument in salute to the men and women who served the Sheriffs of Florida and made the ultimate sacrifice.

We are forever grateful to these individuals and to those who dedicated their lives to serving this organization, including the good financial stewards and generous members. It is because of you that such a strong future is ahead.