

Alachua County, Florida: Alachua County was incorporated in 1824 and encompasses 977 square miles with a population of approximately 250,000. The Alachua County Board of County Commissioners has 800+ employees that provide services in such diverse areas as Community Support Services, Fire and Rescue, Public Works, Environmental Protection, Growth Management, and Court Services. The Gainesville/Alachua metropolitan area, in 2007, was recognized by Wiley Publishing as the “Top Metropolitan Area out of 400 throughout the U.S. Roland Loog, Alachua County’s Visitors and Convention Bureau Director stated; “This is certainly an affirmation of Gainesville & Alachua County’s commitment to our master plan of managed growth and conscientious development...This area continues to emerge as a diverse crossroads offering an array of nature, historic and cultural-based attractions, events, festivals, and museums for our citizens and our estimated 8 million visitors alike.”

Randall H. Reid, County Manager: Mr. Reid has served as County Manager for Alachua County since December, 1999. Prior to coming to Alachua County he served in Martin County, Florida as Deputy County Administrator and Acting County Manager as well as managerial and executive level positions in Titusville, Florida, Green River, Wyoming and Vandalia, Ohio. He holds a Master's Degree in Public Administration from the University of Dayton, Ohio. Mr. Reid is active in a number of professional associations including the International City/County Management Association (ICMA), the Florida City/County Management Association (FCCMA), where he has served as both President and Chairman of the Ethics Committee for Professional Conduct, and the Alliance for Innovation. He continues to annually instruct new professionals on ethical responsibilities through his role with FCCMA and is asked to speak nationally on matters involving sustainability, fiscal responsibility, organizational change, and community partnerships. His professional goal is to enhance the credibility of county government with the public by providing responsive services while remaining always fiscally accountable to the taxpayers. In addition to

Mr. Reid's vast and commendable responsibilities as County Manager, he is active in the local Rotary, he is an Eagle Scout, and he is personally involved in community and church leadership activities.

On the County's website, www.alachuacounty.us, it states that Mr. Reid's personal mission is "to create respect for people and place." He believes that the greatest challenge nationally faced by today's local governments is to meaningfully engage citizens in **representative democratic government**. He is dedicated to building sustainable organizations and communities and has spoken widely at state and national professional conferences on this subject. Mr. Reid believes communities and their leaders must develop a respect for natural systems, strong local economics, and social justice for their citizens. He was elected chairman of ICMA's Sustainability advisory committee, which is a 30-member international committee set up to encourage sustainable practices in communities. He also serves on ICMA's Smart Growth advisory group, dedicated to building sustainable organizations and communities. Mr. Reid believes that sustainability has as much to do with how we ethically govern and engage our citizens, as it does with how we build viable communities by encouraging best development practices and he enjoys sharing his experiences with others.

Recognition of Alachua County and Randall H. Reid: In the past couple of years, Alachua County, its Commissioners, County Manager, and staff have received numerous awards and recognition, including, but not limited to the following:

- FCCMA President's Award – to Mr. Reid (2009)
- NACo "Best in Category" - WebGIS Code Enforcement Tracker program (2009)
- FCCMA "Community Sustainability Award" - Energy Conservation Strategies Project (2009)
- FCCMA "Program Excellence Award for Community Partnerships" – All Across Alachua Student Intern Program (2009)

- Government Fleet Magazine “100 Best Fleets” (2009)
- National Center for Civic Innovation “Government Trailblazer Grant” – Citizen Engagement in Performance Measures (2009)
- NACo “Best in Category” - Green Infrastructures (2008)
- North American Hazardous Materials Management Association “Best Education/Public Outreach Program” – Alachua County Hazardous Waste Collection Program (2008)
- FCCMA “Program Excellence Award for Community Partnerships” – 10 Year Plan to End Homelessness (2007)

Larry Naake, NACo Executive Director states that the annual awards recognize the hard work needed to promote quality, efficient, and responsive management and administration. Alachua County has received two (2) consecutive NACo ‘Best in Category’ awards and six (6) NACo ‘Achievement Awards’ in the past two years.

In speaking of the 2009 FCCMA awards, Mr. Reid states; “I am very proud of these innovative programs. One of our most important resources in Alachua County is the intellectual capital of our residents. These two award programs emphasize that resource....The Energy Conservation Strategies Commission project tapped into the talents and knowledge of our employees and the public to create a more sustainable and secure future for our community. The All Across Alachua Student Intern program introduces public sector career opportunities to gifted students helping to insure the quality of the next generation of public service professionals.”

Community Engagement Activities: Annually, the public is invited to participate in the Alachua County Civic Education Series (ACCESS) classes, where citizens learn about local government issues and gain insight to County operations that most citizens never see. Each ACCESS graduating class will produce a group of citizens equipped to engage in ways that help Alachua County become more

representative of its citizenry's needs. The ACCESS program was developed under Mr. Reid's oversight and he is an active presenter during each class. Mr. Reid said of ACCESS, "Thomas Jefferson believed an informed citizenry was democracy's greatest safeguard and we agree. Where do you go if you want to make a difference in your community ... ACCESS is the key." Graduates go on to become active members of Advisory Committees and some have even run for local political offices. We are currently holding our ninth ACCESS session this spring.

As part of the County's citizen outreach efforts, Manager Reid offered a different type of public meeting to discuss the County's fiscal situation that was highly interactive, where the presenters did less presenting and more listening. As a result, Alachua County held a series of citizen workshops called "Community Conversations" where citizens responded to open ended questions and engaged in an interactive exercise that asked them to step into a County Commissioner's shoes during the meeting. In speaking about Community Conversations, County Manager Randall H. Reid said, "When policies are grounded in citizen preferences, the result is cooperation between sectors of the community and the overcoming of community problems." Five public sessions were held last year and, because of the great success, we are again planning more sessions this year. The Community Conversations program was recognized as a cost effective citizen engagement model and has been selected to be presented at Alliance for Innovations' annual Transforming Local Government Conference and at a future Florida Benchmarking Consortium conference. Additionally, as requested by the ICMA, Mr. Reid recently completed a short video on the success of the Community Conversations program to share with all municipalities wishing to implement this easy, cost effective, and successful program in their community.

Management Style and Leadership Skills: The County Manager's vision statement, as posted on the internet, states; "Alachua County will be a value driven organization dedicated to responsive customer service. In every service program, Alachua County will be viewed locally, statewide and nationally as an

innovative, progressive leader in the provision of cost effective county services. We will be known for successfully engaging our citizenry and employees in the decision making of government.” Mr. Reid carries this vision to his leadership team, he promotes this philosophy when meeting with the managers/supervisors and employees during his monthly staff outreach meetings, and he embodies this vision when holding community meetings. He takes a team based approach encouraging teams at all levels of the organization that are not only cross-functional but cross-departmental to think outside the box and design and implement responsible programs that meet this communities’ needs. This approach ensures that all parties involved in the development and implementation of programs are involved at the ground floor resulting in better efficiencies and program success. In addition to general governance and county operations, Alachua County recently implemented the following programs/projects:

- Alachua County Forever (land conservation)
- Comprehensive Resource Recovery Park plan
- 10 year Hunger Abatement Plan
- Economic Development Sustainability Matrix
- County Greenhouse Gas reporting
- Jail Population Management Program
- Solar panels on county facilities
- County building upgraded weatherization
- Accredited Pre-Trial program
- Video on Demand of all Board meetings
- Wildfire Mitigation Program
- Countywide combined communications center
- CHOICES health care for working uninsured
- Community Agency Partnership Program

Commission Chair, Cynthia Chestnut states; “Mr. Reid’s professionalism and dedication to this organization and to the citizens of Alachua County is portrayed in the actions he takes and the meetings he holds. He not only implements programs that are important, he focuses on those programs that are meaningful to this community. With his many years of unselfish civil service, he is truly a valued asset to this board, this county, and his profession.”