

Welcome to JAToday! • December 2008



Merry Christmas, Happy Hanukkah, and Happy Holidays!

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Who is Johnson & Associates?

If you're receiving this news brief for the first time, you're probably wondering who in the world is Johnson & Associates (J&A) and why am I receiving this information? We've been in operation since 1986 providing economic development, community development and executive search assistance on both a national and international level. Review our web site at www.jatoday.com and learn more about us and our products. And if you decide you don't want to receive any mailings ever again, just let us know and we'll **remove** your name immediately. But remember, if we remove your name, you won't be receiving notice of what may be the perfect position or program for you. If you are receiving duplicate e-mails, let us know which e-mail address you prefer we use. Keep JAToday coming! Please add us to your address book or approved sender list.

Greetings

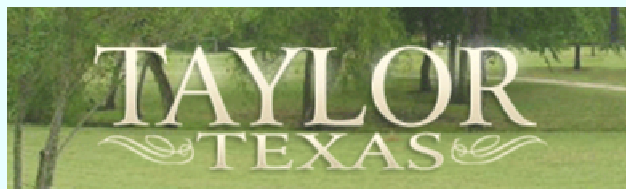
Seasons Greetings across the country
to all our friends and clients!

Chloe Johnson



As the holiday season approaches again, we at J&A want to express our gratitude to you for your business and referrals! Thank you for all you do to make us successful!

Please review our new posting for the City Manager position for Taylor and let us hear from you if you know someone who might be interested in applying! We hope you enjoy our year-end newsletter highlighting the importance of building relationships with your local industry and businesses. We hope you are moved by the article about teams and will explore the chance to create a high performance team in your own organization...there is no better resolution for your team for this New Year!



City Manager Position

Johnson & Associates is accepting resumes on behalf of the **City of Taylor** for the position of **City Manager**.

Agency & Position Profile Under the City Charter

The City Council is charged with selecting the City Manager solely on the basis of his or her executive and administrative qualifications with special consideration to actual experience in or knowledge of accepted practice in respect to the duties of the office. Under broad direction of the City Council, the City Manager serves as Chief Executive and Administrative Officer of the City. Is responsible to the City Council for the administration of all City affairs placed in the manager's charge by the Charter and the City Council. Employees of the City are employed by the City Manager, subject to the approval of the City Council and may be removed by the City Manager by approval of the City Council.

The City Manager is responsible for planning, organizing, coordinating, directing, and evaluating municipal activities, goals, and policies. Has constant contact with City Council members, City Department Heads, the public, citizens' groups, other governmental agencies, and local businesses requiring the exercise of diplomacy, courtesy, and tact. Makes frequent decisions requiring mature judgment.

The City has had one (1) City Manager since 1998. The City Manager directs the operations of a municipal government organization with 151 budgeted full-time employees and an operating budget of just over \$22 million. The City Manager appoints and directs a number of key management personnel to direct the operations of the City through 8 departments. Each department is divided into a number of divisions.

Work Environment Behavior Requirements

• FREQUENT INTERACTION WITH OTHERS

The job requires strong "people orientation," versus task orientation. The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

• VERSATILITY

The job calls for a high level of optimism and a "can do" attitude. It will require multiple talents, the ability to multi-task, and a willingness to adapt to changing assignments as required.

• CUSTOMER ORIENTED

The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding, and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.

Duties and Responsibilities

- Prepare City's annual operating budget, submit to City Council for approval, and administer budget following its adoption.
- Advise City Council regarding the financial condition, administrative activities, and future needs of the City.
- Make policy recommendations as necessary.
- Attend all City Council meetings to receive instruction and policy, and to explain operations.
- Serve as liaison between the City Council, municipal employees, and the public.
- Supervise and provide advice and council to departmental heads regarding policy interpretation relevant to City programs and services. Confer with department heads to plan and carry out special projects.
- Appoint department supervisors and, through supervisors, appoint other City employees.
- Review operations franchised by the City to ensure that obligations are met.
- Delegate administration of law enforcement through the City Police Department.
- Administer, oversee, and communicate personnel policies to City employees, and administer and review employee performance.
- Work cooperatively with the 4-person staff at the Taylor Economic Development Corporation to facilitate quality economic development for the community.
- Communicate City policies to citizens, private groups, businesses, and other governmental agencies.
- Respond to complaints and concerns of individual citizens, groups, and organizations.

Skills, Knowledge, and Abilities

Knowledge of public personnel and finance administration is necessary. Knowledge of local and area government, economic factors, and current trends are required. Must be able to write clear and concise reports, memorandums, directives, and letters. The successful candidate must be able to meet with the public and discuss problems and complaints tactfully and effectively. Must also have the ability to establish and maintain satisfactory working relationships with City Council members, Department Heads, and other City employees, and citizen groups.

Required/Preferred

- Bachelor's or Master's degree in a related field or comparable knowledge gained from previous experience is preferred.
- Seven to ten years experience as a City Manager and/or Assistant City Manager.
- Excellent interpersonal, organizational and team building skills
- Economic Development Experience or Working Knowledge
- Knowledge or familiarity of Public Works

Residency Expectations

Must live within City limits once hired.

Compensation Package

- Salary Range: \$100,000 to \$125,000
- Auto Allowance
- Civic Club Membership
- Health Insurance (Employee and Spouse)
- Dental Insurance (Employee Only)
- Long Term Disability
- TMRS Retirement
- Professional Organization Membership
- Training and/or Continuing Education
- Relocation Assistance

Population

The Capital Area Council of Governments (CAPCOG) estimates Taylor's growth since 2000 at 30% from 13,575 residents to 17,663 in 2008. (<http://www.taylordailynews.net/articles/2008/11/10/news/news03.txt>), with 34,858 within 10 miles and 96,762 within 15 miles. (Claritas, Inc.2007)

5,983 households in 2007 (Claritas, Inc.2007)

Income (% by household)

\$15,000 - \$24,999	11.8%
\$25,000 - \$49,999	26.5%
\$50,000 - \$74,999	20.1%
\$75,000+	25.8%

Notable Progress:

- \$40,000,000 in infrastructure improvements underway with capital improvements 2000-2009 totaling \$42 million
- East Williamson Higher Education Center slated to open in 2010
- 75-acre East Williamson County Regional Park opening in 2009

Municipal owned airport; water and sewer systems

4A Sales Tax City

General Information

The City of Taylor is located on Highways 95 and 79, in eastern Williamson County, less than 20 minutes from Interstate 35, 30 minutes from downtown Austin, and within a 3-hour drive of San Antonio, Houston, Dallas, and Fort Worth. The on ramps to Texas' new State Highways 45 and 130 are only 8 miles from Taylor.



Taylor Public Library

Taylor offers more amenities than communities of a similar size, including a municipal airport, acute care hospital, community college, public library, and community technology center. Because of its proximity to Austin, Taylor enjoys all of the business, academic, entertainment and cultural opportunities of "big city" living while still maintaining a laid back,

easy life-style.

Taylor is a Main Street City that envisions a culturally diverse, economically viable downtown, attracting both Taylor citizens and visitors to its unique mix of historic buildings, shops, restaurants, services and old town atmosphere.

Taylor was a finalist as an **All-American City** and has three times earned the **Governor's Community Achievement Award**. Taylor High School's Academic Decathlon team won the State championship in 2001. Temple College at Taylor boasts an outstanding health care program and won a \$600,000 EDA grant to expand its facilities in 2004. The local Bed & Breakfast was cited as one of America's great stays, and several of the local mansions and buildings have been restored and are available for events. Taylor High School's Academic Decathlon Team won State in 2002 and 2007 and has advanced to State level competition in 2008.

The Taylor Municipal Airport is an important component of economic development for the City of Taylor and the region. The Texas Department of Transportation Aviation Division has classified the airport as a general utility business service airport.

The airport runway length is currently 4000 feet long, 75 feet wide with room for expansion. Airport fly-ins, involving aircraft from all over this area, are scheduled regularly. Taylor Municipal Airport is located on Highway 79 North West of Taylor.



Taylor Municipal Airport



Taylor Fire Station

Government: The City of Taylor operates under a home rule charter originally adopted in 1914 and operates under a Council/Manager form of government. The City is governed by a five-member City Council, composed of a Mayor and four Councilpersons elected from four single member districts and an at-large position that is voted on by the entire city. The Mayor is elected annually by Councilpersons. For more information on the City and the area, please visit the City of Taylor's website at <http://www.ci.taylor.tx.us>



City of Taylor Council Members

Helpful Links

- [City of Taylor](#)
- [Chamber of Commerce](#)
- [Taylor ISD](#)

Application Process

Cover letter, resume and at least four references should be remitted to Johnson & Associates; **c/o City of Taylor Search**; 8308 Tecumseh Drive; Austin, TX 78753-5745 or johnson@jatoday.com. Resume packages will be accepted until **Thursday, January 15, 2009**, or until the position is filled. References should include a supervisor, a subordinate and peers.

Candidates desiring to provide a video showing communication and presentation skills may contact Johnson & Associates at 512.339.9000 for specifics and a how-to checklist. Submitting a video, which is **OPTIONAL**, allows the City Council Members an opportunity to review communication skills that are impossible to fully showcase on a resume.

The **City of Taylor** is an Equal Opportunity Employer valuing diversity at all levels of its workplace. Applicants for this position selected as finalists may be subject to a background investigation prior to final interview.

***In accordance with the Texas Public Information Act,
please note that resumes may be subject to public disclosure***

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Relationship Building

With the slower days of winter upon us now, it is the ideal time to improve relationship building with customers. Your Economic Development Organization or Chamber of Commerce should take this opportunity to visit your local businesses. Many larger businesses or manufacturers are a bit slower this time of year, whereas your retail establishments are best visited after the busy shopping days of Christmas and Hanukkah.

Now is the time to take a serious look at how well you have connected with those business leaders this year. Could you have been better in touch with them regarding their operations, successes, or challenges? Could you have done a better job showing them how you can help them?

Here are our 7 tips for relationship building with them:

1. **Call them and ask if you can stop by for a visit and a tour.** This can be a formal event, such as conducting a Business Retention & Expansion survey; or it can be an informal "how's business?" chat. Whichever is more appropriate for your situation, always take a pen and paper to take notes for items of follow-up, and always take your brochure with your business card. Yes, they may have gotten it before, but it's a great conversation starter about some areas of assistance your office offers that they may not have taken advantage of before. This visit shows you care.
2. **During your visit, make sure to ask about their successes and challenges this year.** Is there a way you could

have helped them celebrate a success or tell their story to other businesses or citizens? Is it too late? Be prepared to offer some suggestions of tools or resources your team has that may help them with some of the challenges they face in our recessive economy. Can you help them meet other businesses? Can you create a roundtable for their industry? Can you create some business-to-business or business-to-consumer opportunity for them?

3. **Ask them for ideas on how they think you can help them.** Even as prepared as we often are on business visits, sometimes the ideal solution comes from the customer. You may be surprised with what they suggest, so give it a try!
4. **Don't try to "sell" anything.** This is a courtesy call, not a cold call. Don't go with membership applications, raffle tickets, or solicitations for donations for some event. Let it be evident that your purpose is to check on them and offer assistance if needed. It's your job to keep a pulse on the happenings in your community and visiting them is how **you** learn more.
5. **Ask business owners or managers about recruiting their suppliers to your community to lower their overhead costs.** If their raw materials provider were located in your community, would it save them transportation expenses and time? In most cases, they will be able to tell you if any of their suppliers are viable leads.
6. **Always follow through on the follow-up!** Once you go and ask businesses how you can be of service and they tell you, they will be watching to see if you do what you have promised. Don't make promises you can't keep, but always keep the promises you do make. Just being the conduit between a problem and a solution is sometimes the best service you can provide.
7. **Honor confidentiality.** When local businesses share with you their concerns, you must keep sensitive information confidential. As they develop trust in you, their information may grow to include financial, personnel, or industry-wide problems and they must have confidence in your ability to remain their reliable confidant. It often takes years to earn trust, and only seconds to permanently destroy it.

We hope you will take advantage of this pre- and post-holiday season to engage your business leaders and demonstrate your ability to become their Go-To Solutions Authority!

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**Which is the Bigger Asset...People or Teams?**

At **J&A** and **HRGroup**, we like to share interesting articles, even if they aren't written by us. In a newsletter distributed by **Target Training International** they published the following interesting article about the importance of Teams:

Many will agree that people are the most important asset of an organization. More importantly, however, is how well those people work together to accomplish the common goal. Whether a company has thousands of people working in various locations worldwide or just a handful working in one small office, teamwork is vital to success. So, how can you ensure that your teams are performing at their fullest potential? How do people contribute to the team differently? Have you built effective teams?

To begin answering these questions, you must learn how to really understand each member of the team to identify their work style and how it compares to others in the group. You also need to look at the inherent strengths that each person brings to the table. Not their expertise or their background, but those things they seem to be good at just because that is who they are.

Once you understand the team members, you can not only build a team with the most effective combination of strengths, but you can also learn how to leverage each individual's strengths for a dynamic team that works at its highest potential. Only then will teams reach goals that have been unattained by individuals, work at levels of productivity no single person can achieve or impact the bottom line more effectively as a group. In fact, maybe we should revisit the assets of an organization. Perhaps TEAMS are more important than people on their own?

© People Energizing People/TTI Disc

Did that article strike a chord with you? Well, you're in luck! **J&A** and **HRGroup** offer an unparalleled program called "**Building a High Performance Team.**"

In this workshop, your participants will develop an understanding of the power of teams in attaining business objectives. They will be exposed to and practice effective communication skills designed to enhance their ability to develop productive and satisfying relationships on or off the job.

A facilitated, interactive discussion for sharing insights gained through individual DISC reports will be incorporated.

Recently, HRGroup was asked by the Director of a Cultural Council to facilitate a workshop focused on improving communication skills of the staff members and enhancing team work.

In the workshop for the Cultural Council, the focus was to have participants gain an understanding of their own workstyle and develop an appreciation of the styles of their teammates. Addressed was:

- How they respond to problems or challenges
- How they influence others to their point of view
- How they respond to the pace of their environment
- How they respond to rules and procedures set by others

In addition to gaining insights into various workstyles, workshop participants discovered their:

- Basic Characteristics
- Work Characteristics
- Value to the Team
- Value to the Organization
- Effective Communications
- Team Effectiveness Factors

The Bottom Line: The "Building High Performance Teams" workshop enabled participants to understand their unique workstyle and how they are able to contribute to team success. And, they learned to appreciate the styles of others for what they bring to the team and found out how to effectively communicate and successfully work with others.

**We encourage you to discover the power of teams!!**

Here's what others are saying about "**Building High Performance Teams**" workshops:

"This Team Building effort, based on our personalized Management-Staff Reports, was an entirely positive experience for our organization...To the bottom line, I believe that it has been valuable in making us become a more effective team."

-President/CEO, Large Regional Power Company

*"The DiSC- based Management-Staff Report has practical applications on a daily basis and the Teambuilding Workshop was FUN! When I am dealing with a challenging situation, I use this communication advice to ensure that I am expressing my ideas in a fashion that will be readily understood."*

-Director, American Express Business Travel

People are the greatest asset of any organization and the team approach maximizes the effectiveness of people in order to increase performance. When working as a team, people become part of the solution...instead of part of the problem!

**Ted Szaniawski** stands ready to tell you more! Call or email Ted at **HRGroup** to schedule a presentation on Building a High Performance Team. Tell him Chloe sent you!

Phone: 480.753.6188  
Email: [ted@hrgrouponline.com](mailto:ted@hrgrouponline.com)  
Web: [www.hrgrouponline.com](http://www.hrgrouponline.com)

## **"Green" Executive Recruitment**

*Our Partners at **HRGroup** recently included this message in a correspondence with customers and we at J&A wanted to share it with you:*

The vast majority of employers underestimate how important a company's degree of "greenness" is to potential hires. The new thrust of green recruiting is proactive and focuses on making "greenness" a major element of the employment brand. The time to implement a "green recruiting" strategy is now! Follow these action steps to implement Green Recruiting:

1. Recruitment Advertising: Advertise in magazines that candidates who are sensitive to the environment are likely to read. Highlight in your recruitment ads a few "eye-catching" facts and any environmental awards you might have won. If you use brochures or paper recruiting materials, make sure it's from recyclable stock and that it says so on the document.
2. Interviews: Provide managers with "green" fact sheets to use during interviews. Show how your firm's environmental record is superior to other firms they might be considering.

3. Sourcing: One of the best ways to strengthen your environmental image is to hire lots of environmentally friendly employees who can spread your "green" story through word-of-mouth.
4. Advisory Group: Ask the advice of six to eight environmentally friendly employees, measuring the quality of the message you're sending and how to reach and convince more applicants of your strong "green" record.
5. Value Statements: Make sure that your corporate goals, values, and even corporate business objectives include environmental elements.
6. Annual Report: Because some applicants take the time to read your annual report, make sure it includes sections that highlight your environmental record and the fact that you recruit environmentally friendly employees.

Green recruiting is a chance to differentiate yourself in a recruiting marketplace where standing out from the crowd is already extremely difficult. Word of caution: As we have stated previously in HRGreen Tips, employers must "walk the talk" on the environment and sustainability, or they run the risk of being labeled with "greenwashing."

## Upcoming Events

Mark your calendars now to attend the **Texas Community Development Institute (CDI)** in The Woodlands on March 2-6, 2009. Find more information at [www.lonestar.edu](http://www.lonestar.edu) or email them at [cdi@lonestar.edu](mailto:cdi@lonestar.edu)

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**Johnson & Associates, A Full Service  
Community Economic Development Provider.  
We deal in futures ..... yours!**  
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