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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.

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## **YOU STILL HAVE TIME TO APPLY!** **Athens (TX) Economic Development Corporation** **President/CEO**

Johnson & Associates is accepting resumes on behalf of the **Athens Economic Development Corporation** for the position of **President/CEO**.

### Position Description

Plan, develop, market and manage all aspects and activities related to industrial/economic development, including business recruitment, existing industry retention and expansion and act as representative for the Athens EDC with local, county, regional and state organizations. Adhere to the legislative requirements and intended use of 4B Sales Tax for economic development and work under direction of the seven member board of directors. Work independently and with minimal supervision.

### Duties and Responsibilities

Business Recruitment:

- All activities related to recruitment of new industries to community. Respond to, and prepare proposals for industrial prospects in timely manner
- Host industry site visits, lead negotiation process, develop incentive packages for consideration and present to governmental entities
- Work closely with company representatives from initial proposal through operational start-up and then on-going as existing industry
- Work with city administration and departments on economic development issues, such as infrastructure, incentives, grant preparation and administration.

- Support city and other community organizations in other business attraction efforts

#### Existing Industry Programs:

- Identify needs and develop programs to support existing industry and encourage local expansion of jobs, annual payroll and capital investment
- Identify local workforce issues and work with industry, local and state entities to develop programs to meet needs
- Meet on a regular basis with existing industries and maintain relationships to assure first hand knowledge of potential issues, expansions, etc. Work closely with local and corporate officials to resolve problems and concerns related to local operation

#### Marketing/Strategic Plan:

- Develop and implement marketing initiatives
- Work with outside firms to develop marketing materials and collateral materials
- Represent city and EDC at seminars, tradeshow and other economic development functions and activities
- Market directly to site location consultants, industrial brokers and industry officials to bring new jobs and capital investment to city
- Develop and update EDC website, community profiles and other demographic information
- Work with EDC and city volunteer committees in developing and implementing strategic plan for economic development

#### Public Relations:

- Actively represent EDC before city council, civic organizations, county and regional organizations
- Establish and maintain relationships with local civic and government officials and organizations, members of local industries, public and higher education, regional organizations, Texas Department of Economic Development & Tourism and other state organizations to foster positive image for EDC and community
- Serve on board of directors of various local, county and regional organizations to further economic development opportunities
- Present programs to civic, educational and other organizations to update and educate audiences on economic development issues and legislative changes

#### Administrative:

- Preparation of annual budget based on historical and strategic information with assistance of Budget Committee
- Prepare all necessary monthly and annual reports related to EDC, industry incentives and work with city staff on required local and state reports
- Manage database of business contacts and prospect activity
- Complete all office, clerical duties as required in two person office

#### **Salary**

\$80,000+/- DOQ

#### **Preferred Requirements**

- Bachelor's degree from an accredited four year college, plus 5 years experience in economic development or related experience
- Certified Economic Developer or Economic Development Finance Professional
- Texas Public Funds Investment Act Certification
- Excellent interpersonal, organizational and team building skills
- Experience in developing projects from initial contact, proposal submission, site visits, negotiating incentives through start up and ongoing existing industry support
- Knowledge of financial packaging and grant and loan programs
- Ability to work with area, regional and state economic development partners

#### **Area Information**

Just 75 miles southeast of Dallas/Fort Worth and thirty-five miles west of Tyler on State highways 19 and 31 and U.S. Highway 175; and is the seat of Henderson County. With a population of an estimated 11,297, Athens combines the charm of a small southern town with many amenities offered by larger cities. With its rolling hills, lakes and streams, Athens is a favorite getaway for picnics, country walks, fishing and boating, scuba diving or just plain relaxing.

#### **Application Process**

Cover letter, resume and at least four references should be directed to Johnson & Associates; c/o Athens EDC Search; 8308 Tecumseh Drive; Austin, TX 78753-5745 or [johnson@jatoday.com](mailto:johnson@jatoday.com). Resume packages will be accepted until **Friday, December 21, 2007**, 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 selection committee an opportunity to review communication skills that are impossible to fully showcase on a resume. The Athens EDC 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. Information from your resume may be subject to release to the public in the final stages of the search process.

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



## TEXAS MUNICIPAL LEAGUE - CONTRATULATIONS WINNERS!

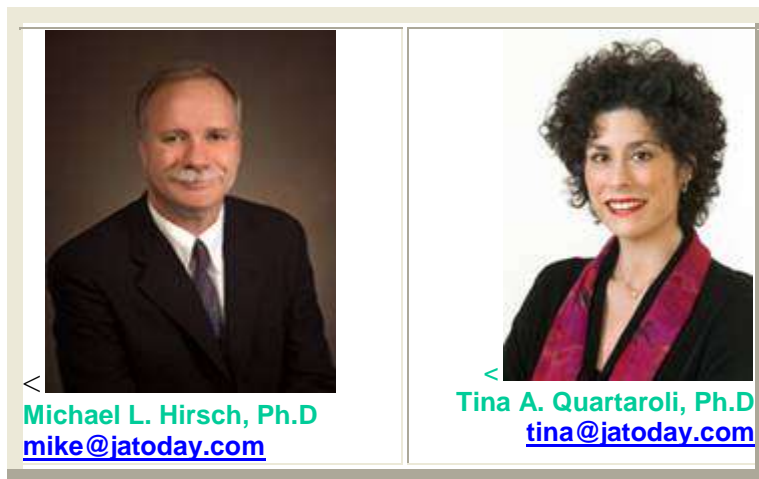
Thank you to all of you who visited us at the 2007 Texas Municipal League's 95th Annual Conference at the Dallas Convention Center November 6-9th! **Steve Vassallo** presented **Competitive Advantages: Recruiting Businesses Internationally for Even the Smallest Cities**. We loved seeing so many friends and catching up on your progress!!

For this year's TML Booth, J&A offered two special giveaways. J&A gave one lucky **GRAND PRIZE** Winner a **FREE Strategic Planning Retreat**, delivered by Steve Vassallo and valued at \$2,700! Congratulations to **Randy Engelke**, the **City of Luling (TX) Parks and Recreation Director!** He is the winner of the Grand Prize and we are looking forward to providing him a customized Strategic Planning Retreat!

Congratulations to all our **Secret Gift** winners! All Secret Gifts must be redeemed by **December 31, 2008**, but call now to reserve your 2008 date! However, Winners of the **Management-Staff Profiles** Secret Gift must submit responses by **December 31, 2007**...hurry and redeem your coupon before it expires!



## BUILDING AND SUSTAINING PROSPERITY THROUGH STRATEGIC INTERVENTION



## COMMUNITY ADVANCEMENT SPECIALISTS

Mike and Tina share over 40 years of private and public-sector work between them. These “doctors of society” possess an array of cutting-edge capabilities rarely found in today’s community economic development marketplace. Tapping into their expertise in such areas as business economy, socio-cultural and generational marketing, urban and suburban development, and the aging, Mike and Tina help communities create and sustain future economic prosperity with comprehensive solutions for community cohesion and socio-environmental preparedness.

Numerous factors have fueled dramatic economic and demographic changes nationwide. Such shifts can create both opportunity and distress. Mike and Tina specialize in helping communities successfully negotiate these challenges using innovative methodologies to locate and define emerging trends, develop programs and policies to meet the needs of changing communities, and engineer long-term strategies to maximize economic growth.

From demographic analyses and trend forecasting, to strategic planning and tactical implementation, Mike and Tina help communities grow and prosper by optimizing the economic and socio-cultural variations of a changing world.

Mike and Tina's services include:

- Strategic and Comprehensive Plan Development and Reassessment/Updating
- Tourism and Community Image Consulting
- Aging Population Consulting
- Cultural Consulting
- Policy and Program Development
- Implementation Consulting and Coaching
- Community Ethnography, Assessments, and Surveys
- SWOTS, Super-SWOTS, and Community "Check-Ups"
- Trend Forecasting and Analyses
- Feasibility Studies
- Marketing Consulting
- Tactical Planning/Implementation
- Demographic Analyses
- Leadership and Organization-based Trainings and Workshops
- Project Design and Management – custom services a specialty!

### Michael L. Hirsch, Ph.D.

Mike spent over nine years as mayor and councilman in Fayette, Missouri where he oversaw significant economic and community renewal efforts and was credited with bringing national attention to his community. Under his tenure Fayette received three state awards for community betterment and was named third best downtown in Missouri by *Rural Missouri* magazine.

Mike's work in Fayette was fed by a clear understanding of key demographic changes and economic shifts including an aging population, an exodus of young people, a radically diminished agricultural and industrial base, and consolidation of medical services.

Working with community organizations and leaders, Mike secured numerous federal, state, and local trust grants to assist with Fayette's renewal. Partnerships with federal and state agencies and local businesses and the creation and nurturance of new community organizations proved vital in revitalizing Fayette.

In addition to his work in Fayette government, Mike has served on such boards as Fayette Planning and Zoning and the Mid-Missouri Solid Waste Management District where he served as treasurer.

Mike has spoken about economic development and renewal efforts at the meetings of the American Sociological Association, the Society for Applied Sociology, the Association for Applied and Clinical Sociology, and the Rural Sociological Society. Some of his works on governance and policy have been published in *The Missouri Municipal Review*, *Social Insight*, and the *International Social Science Review*.

Dr. Hirsch holds a Bachelor degree and a Masters degree in Sociology from the University of Wisconsin, Milwaukee, and a Doctorate degree in Sociology from the University of Texas, Austin.

**Tina A. Quartaroli, Ph.D**

Tina began applying her expertise in business, marketing, and the social sciences to community economic development and advancement nearly twenty years ago. Her leading-edge research on national demographic trends first identified a widespread socio-economic and socio-environmental under-preparedness for current and future demographic transformations on the part of many communities more than a decade ago, and her pioneering work in trend forecasting vis-à-vis aging and development continues to inform scholarship in the field today.

Tina's work in the private sector includes community and economic and development consulting; marketing consulting; management consulting and recovery/turnarounds; performance management; organizational assessment, development, strategic planning, and tactical implementation; team building; leadership training and consulting; research design and project management; custom workshop and training design and facilitation; and public speaking

Tina has spoken about socio-cultural and socio-economic community development and advancement issues at the meetings of the Pacific Sociological Association, the Association for Applied and Clinical Sociology, the Society for Applied Sociology, the International Conference on Aging and Disability, and the joint conference of the American Society on Aging and the National Council on Aging. Some of her works on community development, public policy, and planning have been published by the University of California, the American Association on Aging, the National Council on Aging, and the University of Florida.

Dr. Quartaroli holds a Bachelor degree in Anthropology from the University of California, Irvine, a Masters degree in Anthropology from the University of New Mexico, and a Masters degree and a Doctorate degree in Social Science from the University of California, Irvine.

**The world is changing fast – don't be left unaware and unprepared!**

**Contact MIKE & TINA today to learn how they can help you help your community grow forward with success.**

**Mike and Tina are both available for speaking engagements. Please see our SPEAKER'S BUREAU at [jatoday.com](http://jatoday.com) for topics and availability.**



**WHERE WE ARE GOING THIS MONTH**

J&A will be in Nacogdoches, Texas this month. On December 7th, we'll be delivering our **Dynamic Communications Workshop** for the members of the **Nacogdoches County Chamber of Commerce** at their Fourth Friday Luncheon.

Steve Vassallo is returning to Cuero, Texas for the third time to conduct a **Community Assessment/Strategic Planning Retreat** for the **Cuero Development Corporation**. The five day project will conclude in a total evaluation of the community's economic development potential with formal recommendations presented on day five. These recommendations will comprise a five year plan with specific goals and objectives to accomplish the community's needs and desires.

Since J&A began this process in 1999, over 99% of the recommendations extended to the communities we have been engaged have been approved! Yes, that is correct .....over 99%! J&A provides realistic goals with a detailed plan on how to realize these goals. Our many years of "hands on experience" get us to the bottom line quicker than most . Give us a try.....you too may be soon inviting us back for a third time!



**WHERE WE HAVE BEEN**

An article from J&A's Associate, Steve Vassallo, written by Lucy Weber with The Madison County Herald:

## *Mayor's Summit Sparks Ideas for City*

A magazine article randomly brought them together, but a sense of purpose is keeping **Madison, MS Mayor Mary Hawkins Butler** and the leaders of nine other cities working together.

"The best is yet to come," Butler said Saturday at the conclusion of the Mayors' Summit that Madison hosted for the nine other towns recognized by **Family Circle Magazine** in August as the "**Best Towns for Families.**"

"I think that it's almost like Family Circle was giving us a charge," Butler said. For three days, the leaders of other communities - similar to Madison in a number of ways - talked about what they're doing and brainstormed ideas on how they can continue to keep their cities livable and viable. Now, they want to share their knowledge on what makes a successful community. "Across county, places have lost their sense of community," Butler said. "There's a loss of quality of life As a whole need to come back to families. Through our efforts, we can have a revival for reclaiming our communities. "It's all about preservation and priority," she said.

At Butler's suggestion, the new fraternity of mayors will compile a handbook of testimonials and tips on what makes their cities work. "I think we've all been blessed. We need to share. We would be remiss and neglecting our duties if we didn't," Butler said. "We start at the local level and say 'Let's take back our cities.'"

"We all need to go back and digest what we've heard," **Cedar Park, Texas, Mayor Pro Tem Scott Mitchell** said, adding that Madison should take the lead in compiling a questionnaire which can be used to create the handbook. "Then we've got a map of where to go."

What they'll do with the book is unclear right now, but the idea is to possibly present it to a national organization like the National League of Cities or the U.S. Conference of Mayors. "We can compile it and see where we go," she said.

"We can't drop the ball. We've got to keep running," said **Dion Avello, Mayor of Derby, Kansas.**

**Gray Swoope, Executive Director, Mississippi Development Authority**, said the summit, proposed by Butler, can generate ideas useful to other communities. "I can't think of anything more important than what you're doing," Swoope told the group at the opening of the summit.

Swoope said he plans to meet with Butler on ways that the state can partner with Madison or other cities and apply some of the ideas and programs used in locales, such as Franklin, Mass., Castle Rock, Colo., or elsewhere in Mississippi.

While it may take some time to generate the handbook of best practices from each city, Butler said there are several ideas that Madison could look to incorporate quickly. Several of the cities use a reverse 911 system to alert residents to natural disasters, like tornadoes or manmade ones, like chemical spills. "I like the idea of the reverse 911," Butler said. "We need to see how **(Cooper City) Florida** and **(Chanhassen) Minnesota** use their reverse system and register people's cell phones. We can see about that while we work on the handbook."

Another idea, which fits into the family friendly theme of Family Circle is a daddy-daughter date night. **Mayor Tom Furlong** said his city of **Chanhassen** - home, by the way, of rock star **Prince** - has held a successful father-daughter outing on Valentine's Day on several years.

Butler and **Justin Bennett**, director of the **Madison Square Center for the Arts**, said they both liked that idea, and it could be done easily. Bennett said he liked another idea, also done in Chanhassen, of a dinner theater. Madison department heads attended Friday's session to hear presentations of all 10 cities on programs they're doing. "The mayor wanted us to listen to improve what we're doing," said **Vern Boothe**, head of **Madison's Parks and Recreation Department.**

The exchange of ideas flowed both ways. Furlong said he liked the idea of the scarecrow festival, which Madison has done for 10 years before interest waned this year. "Maybe we can do it for a 10-year run," he said.

**Mitchell**, the **Texas Mayor Pro Tem**, said the summit was worthwhile in generating ideas. "I got more out of this in one day than in four years of meeting of the local council of government," he said.

**Steve Vassallo**, J&A's Associate as well as Madison's economic development consultant, suggested the 10 cities create a joint Web-site that links to each city's individual site as a marketing and economic development tool. "It would set you apart from the field even more," he said. "Investors like to come into a city with a proven record. This could be a win-win situation. Every time the City of Madison promotes the Web site, we're promoting you."

Vassallo said the earliest tangible result of the summit could be a similar summit of education chiefs of all the cities involved. After meeting **Madison County Superintendent of Education Mike Kent**, the mayors said they would like their school leaders to get together to share ideas. "If we get the superintendents together, that could take on a life of its own," Butler said. "If we start there, it will snowball."

All the mayors agreed that the Family Circle recognition is an honor they want to build on. "We're riding this through all the way to the end," said **Morton Grove, Ill., Mayor Richard Krier**. Other cities represented were **Diamond Bar, Calif.**, and **Kennesaw, Ga**. Common themes in all 10 cities, expressed by mayors in highlighting their cities, are low crime rate, a strong school system, community activities for families and family-friendly atmosphere.

## PREPARING FOR 2008

It's that time of year again! Communities and organizations are preparing for the New Year by hosting their board and staff retreats. Book your **Strategic Planning Retreat** now and start **2008** out with a written plan of action to achieve your goals! J&A still has a few dates available January through March to secure your Retreat. Our Associates will get your board or team on the right track so you can celebrate your successes throughout the year. Call J&A today to book your event before we fill up! Make a commitment to start this year off right!



Each month you read about J&A's exciting partnership with **HRGroup** from Tempe, Arizona! **Ted Szaniawski**, Principal, and **John Guettler**, Senior Consultant have provided management consulting services throughout the United States since 1995.

**HRGroup** consults with organizations of all sizes and all industries to diagnose needs, identify obstacles, and gather insights and information that will assist in the selection, development, and retention of top talent. Ted Szaniawski submitted the following column for this December newsletter:

### Leading Top Talent

*In today's workplace, everyone is given the opportunity to lead . . .  
whether it's a project, a department or an entire company.  
The ability to lead others is greatly impacted by  
the influence you exert through your work style/communication style.*

Today's leaders are faced with new challenges at every level to take their organizations into uncharted territories. Challenges of this magnitude present leadership opportunities to everyone --- today's leaders must not only function at the top, but *throughout* every layer of the organization.

Maximizing the input of talented people is more essential for organizational success than ever. Leaders continually need to effectively **persuade** and **support** a wide range of workers to generate new ideas, develop new products, and create new pathways to achieve goals.

*"The old basis of managerial authority is eroding, and new tools of leadership are taking their place. The new managerial work involves communication and collaboration across functions, across divisions, and across companies whose activities and resources overlap. Thus rank, title, or official charter will be less important factors to success in the new managerial work than having the **knowledge, communication skills, and sensitivity to mobilize people and motivate them to do their best.**"*

*Rosabeth Moss Kanter "The New Managerial Work"*

Influencing others to collaborate effectively in reaching goals is a major requirement for today's leaders. One way leaders can exert favorable influence is through communicating to individuals in ways that are personally meaningful and acceptable to them. Appropriate communication prompts motivation in people to take action and produce outstanding results.



or its equivalent. It's never a surprise to find high D behavioral types doing last minute shopping on Christmas Eve. It's easy to spot this shopper – he's the one on the lightning-quick mission. The D behavioral style person might even cajole his administrative assistant to make the shopping list, check it twice, and be Santa's little helper. High D behavioral types give gifts that increase productivity.

The **High I** behavioral type loves the holiday season for the shopping, parties, and crowds that go with it. Shopping is an event, a day out at the mall. The I behavioral types plan shopping trips with the attention normally given to planning a wedding. Shopping begins early and centers on meals. After all, how can you possibly shop without a big breakfast, numerous breaks for snack and lunch, wrapping up the day with ....you guessed it: dinner? By the end of the day, the high I behavioral type has had a great time regardless of the success of paring down the gift list. The high I behavioral type is most influenced by gifts with the most decorative wrappings, even if what's inside is not always practical. You can be sure he/she's an "I: if you hear, "I just couldn't resist buying it. It had my name all over it. I hope you like it too."

The **High "S"** behavioral style favors handcrafted or personal gifts and homemade food. Christmas shopping begins and ends early. This steady, methodical shopper makes lists, clips coupons, and maps out a shopping itinerary before leaving the house. Although Black Friday marks the start of the shopping season for most consumers, December 26th is the right time to get a head start on next year's shopping list. The S behavioral style kicks into high shopping gear right after Labor Day and with few exceptions, gifts are bought, wrapped, and shipped before Thanksgiving. December is set aside for making cookies and preparing Christmas dinner and making a list for the post-Christmas sales.

The **High C and S** behavioral styles share similar shopping styles. C behavioral personalities work to avoid big crowds and don't understand how anyone can leave shopping until the last minute. The gifts they choose differentiate these behavioral styles. S personalities give gifts with a personal touch. The more practical C behavioral type purchase gifts that will last, and makes certain there are appropriate warranties. During September and October, they do research to find the best-made, highest quality and most reasonably priced gift. These logical analytical types prefer to give gifts with a proven track record and can't understand why anyone would waste money on this year's fad.

If any of these types seem familiar, that is because they are. DISC is the universal language and dates back to....well as far back as Christmas itself.

*Success Performance Solutions*



## **CHRISTMAS & HOLIDAY WISHES**

No matter what your DISC style, all of us at J&A want to wish you and yours a wonderful Christmas and Holiday Season! It is your business, your referrals, and your cherished friendships that continue to bless Johnson & Associates year after year! We thank you for all you do and we hope we have earned the opportunity to serve your organization again this year!

***Merry Christmas, Happy Hanukkah, Feliz Navidad, and Happy New Year!!***

**Chloe \* Susi \* Steve \* Mike \* Tina \* Ted \* John**



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