

Welcome to JAToday! January 2008

IN THIS ISSUE:

Strategic Planning Season
New Year's Resolutions for Improved Performance in 2008
Gonzales (TX) City Manager Executive Search

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.



STRATEGIC PLANNING SEASON

Proactive communities in Economic Development conduct an external assessment a minimum of once every three years to "fine tune" their Strategic Plan. Since 1999, Steve Vassallo has been assisting many proactive communities in this regard, receiving a 99% acceptance ratio of the recommendations presented. In 2007, the acceptance ratio was actually 100%!

J&A takes a unique approach into each community, leaving the cookie cutter approach to others who do not possess the expertise we have in this important aspect of Economic Development planning. We design a customized program for every client every time, so you can be sure your plan meets your specific needs and isn't a copy of another community's plan. We are only interested in your results, and our creative process will get even the skeptics and cynics on board.

Why would economic developers want us on their team? The answer is easy. It has been said that the worst advisor you can hire is yourself. Encompassing this philosophy, we often get things accomplished that the "in house staff" cannot, simply because we are an outside source. Our credentials in the area of Strategic Planning are impeccable. Just ask any of our previous clients. We invite you to contact **any** client listed on our website; that's how confident we are that you'll be elated with the process and the final product! In 2007, we had several repeat assignments and in the case of one community, we were invited back for the third time! Only consultants who can deliver proven results like this are hired to return.



Steve Vassallo, Economic Development Specialist

TESTIMONIALS

All your work will be put to good use. We were fortunate to have you in our community. Our board meets again soon to start putting the plan into action! Thanks again for coming to Aspermont.

Jimi Coplen, Director
Aspermont Economic Development Corporation

~ ~ ~ ~ ~

This is to express my thanks and appreciation for the fantastic strategic planning process your firm put on for the community of Dayton, TX. Steve Vassallo is to be commended for an outstanding program.

I have been a part of many strategic planning sessions and your program is the best that I've seen. Steve Vassallo is able to take a vast amount of data and reduce it to a usable format in a very short period of time.

Earl R. Joy, CECD, Executive Director
Dayton Community Development Corporation

~ ~ ~ ~ ~

WOW! What a great session we had today in Temple. You did a great job of getting us through a lot of material in a very fast session. I look forward to getting to work on what we learned about our organization and community. I look forward to our next meeting.

Bill Jones, Mayor
City of Temple, TX

~ ~ ~ ~ ~

I thought you did a good job of keeping us on task even when some of the attendees wanted to stray from the agenda. Using an outside facilitator allowed us to explore some issues that had the potential of becoming personal. What we learned was that we all need to do a better job of communicating with each other. Thanks for assisting us in this effort.

Cathy Anderson, Assistant City Manager
City of Mansfield, TX

NEW YEAR'S RESOLUTIONS FOR IMPROVED PERFORMANCE IN 2008

If you have completed one of our assessments, you know that you have a core style --- a unique style that dictates how you respond to problems and challenges, the pace of the environment, rules and procedures and how you influence others to your point of view.

You also know that there are no "good" or "bad" styles --- just different styles --- and that each style contributes to performance (both individual and team performance) as well as to effective communications in a distinctive way. But . . . and it's a BIG but . . . you should also recognize that too much of a good thing can become a limitation. Therefore, based on our personal styles we can resolve to do the following in the New Year in order to improve our performance and the effectiveness of our communications.

D's are extroverted, fast moving and results-oriented. They are effective team members and welcome the opportunity to be team leaders. They usually give their opinions in clear, specific language and use direct eye contact. They are willing to work long hours. They are innovative and enjoy experiencing the challenge of tough assignments. To them winning is important --- they don't consider failure as an option. But, too much "**D**" can become a weakness.

For 2008, **D's** should resolve to:

- Listen better and not be one-way communicators
- Display more tact and diplomacy
- Lead people rather than push them

- Be more patient with others

I's are outgoing, optimistic and creative. They work well with team members to move them toward common goals. They communicate with enthusiasm and are verbally persuasive. They want to be involved in just about everything and they promote trust and confidence. If there is a presentation to be made, an argument to be won or someone needs to be convinced, then send them to do it. But, too much "I" can be a limitation.

For 2008, **I's** should resolve to:

- Listen attentively rather than listen only situationally
- Limit use of hand motions and facial expressions when talking
- Be cautious of trusting people indiscriminately
- Be more attentive to detail

S's are eager to help, great listeners and excellent at planning. They strive to achieve stability and harmony and are terrific team players. Although they are active emotionally, they do not show their emotions and prefer to display a cool, relaxed communication style. Due to their logical thinking process they can bring lofty ideas back to the realm of the real world and point out gaps or flaws in a plan. But, over-extending "S" tendencies can be limiting.

For 2008, **S's** should resolve to:

- Be less resistant to change
- Initiate actions rather than wait for instructions
- Project a sense of urgency
- Be less hard on themselves

C's strive for stability and order and tend to follow procedures to the letter. They are objective thinkers who can assist the team in establishing consistency. They communicate in a controlled, thoughtful manner with little modulation. They contribute to the team by asking the tough questions and will usually stick to methods that have brought success in the past. They are systematic thinkers who are precise and attentive to detail. But, too much "C" can have a down side.

For 2008, **C's** should resolve to:

- Analyze less --- avoid analysis paralysis
- Verbalize feelings rather than internalize them
- Act . . . even if it is without precedent
- Avoid being defensive when criticized

Your New Years Resolutions for 2008 should be to continue to do what you do well . . . BUT, to strive to improve the effectiveness of your communications skills as well as your performance as an individual or member of a team.

Johnson & Associates and HRGroup, LLC can support your 2008 Resolutions by facilitating a Performance Improvement Workshop with your organization. Additional Performance Improvement Workshop information is outlined below.

PERFORMANCE IMPROVEMENT WORKSHOPS

Workshop One:

DYNAMIC COMMUNICATION™

***“It’s not enough to be talented and have great technical skills . . .
you must also master the art of interpersonal relationships”.***
--- Judy Suiter, President, Competitive Edge, Inc.

The Dynamic Communication Workshop is a perfect way to open a retreat or an annual conference. It is ideal for staff, committees, boards, council members and businesses as a way to significantly improve communication skills and relationships.

Expected Outcomes:

- Win/Win Interactions
- Increased Job Satisfaction
- Enhanced Productivity
- Reduced Tension
- Improved Relationships

The Dynamic Communication™ Workshop is a one-hour program. Participants will be provided with personalized Success Insights Team Building Reports™ which capture their work characteristics, value to the team and organization and team effectiveness factors. The workshop is priced at \$1,000 for up to ten (10) participants. Additional participants are \$85 each.

Workshop Two:

BUILDING HIGH PERFORMANCE TEAMS

***“Once employees begin to operate effectively in teams,
you can begin to expect dramatic reductions in expenses . . .
and significant improvements in satisfaction and performance”!***
--- Edward Lawler, Professor of Business, University of California’s Marshall School of Business

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!

Expected Outcomes:

- Increased Team Productivity
- Improved Work Quality
- Better Team Member Attitudes
- Increased Job Satisfaction
- Reduced Employee Turnover
- Quicker Decision Making

Building High Performance Team Workshops can be four or six-hour programs. Both workshops provide personalized Management-Staff Reports™ which capture the Workstyles™ of participants. The expanded program incorporates a team diagnostic exercise which evaluates the effectiveness of the team. The four hour program is priced at \$2,500 for up to ten (10) participants, and the six hour program is priced at \$3,500. Additional participants for either program are \$200 each.

Workshop Three:

COACHING

“Coaching focuses on how to take good people . . . and make them the best that they can be. Positioning them to work more effectively and cohesively and making the most of their capabilities”.

From “The Art and Practice of Leadership Coaching” --- Morgan, Harkins & Goldsmith

Whether conducted as one-on-one sessions or in a group setting, Coaching addresses each participant’s WorkStyles™ and Workplace Motivators™ --- in other words the process focuses on “how” individuals do what they do as well as “why” they do the things that they do.

Expected Outcomes for participants:

- Understand General Characteristics
- Learn Personal Attributes
- Recognize how Decisions are made & how Challenges are approached
- Identify Communication Styles
- Categorize Value to the Organization and Ideal Work Environment
- Learn the Keys to Motivating & Managing
- Understand the Behavioral Hierarchy
- Understand the Values that Drive Actions & Decisions

The Coaching Workshops are tailored to the unique needs of the individual or group and incorporate the use of two validated assessment tools that capture the WorkStyles™ and Workplace Motivators™ of participants. A typical group program is six hours and priced at \$4,500 for up to ten (10) participants. Additional participants are \$200 each.

The workshops presented by Johnson & Associates and HRGroup, LLC all incorporate assessments developed and produced by Target Training International (TTI). More information regarding TTI can be found at www.ttiltd.com.

TTI now proudly provides more than 100,000 companies with validated assessments that pinpoint the behaviors and actions required to be top performers.

Leading-edge research continues at TTI to meet the ever-changing needs of the marketplace with new technology and tools. Reliability and validity are key factors to the continual growth and success of TTI products.



City of Gonzales(TX) City Manager

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

Position Description

Under broad direction of the City Council, serves as Chief Executive and Administrative Officer of the City. 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.

Work Environment Behavior Requirements

FREQUENT INTERACTION WITH OTHERS

This position 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

This position calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.

CUSTOMER ORIENTED

This position 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, submits to City Council for approval, and administers 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.
- 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 required. Must be able to write clear and concise reports, memorandums, directives, and letters. 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.

Preferred Requirements

- Bachelor's or Master's degree in a related field or comparable knowledge gained from previous experience is preferred.
- Five years experience as a City Manager or five years experience as an Assistant City Manager in a larger city.
- Experience in grant writing will be a plus.
- Excellent interpersonal, organizational and team building skills

Resident Expectations

Must live within City limits once hired.

Compensation Package

- \$75,000+/- DOQ
- Automobile
- Civic Club Membership
- Insurance
- Professional Organization Membership
- Training and/or Continuing Education
- Relocation Assistance

General Information

Gonzales is a Home Rule Charter City and operates under the Council-Manager form of government. The elected body is made up of a Mayor elected at large and four City Council members elected by district.

- Population: 7,202
- 4B Sales Tax City
- National Main Street City
- Government: Council/Manager, Home Rule Charter City
- Staff: 95
- 2007 Budget:

General Fund	\$ 5,014,406
Electric Fund	\$ 9,221,845
Water Fund	\$ 1,828,279
Solid Waste Fund	\$ 839,048
Special Revenue	\$ 69,300
TOTAL	\$ 18,726,048

Gonzales, the county seat of Gonzales County, is at the confluence of the Guadalupe and San Marcos rivers, on US 90 Alternate (90A); US 183 and State Highway 97 in the north central part of the county. Located just 65 miles south of Austin, Gonzales offers easy access to big city living while maintaining its small town charm.

Gonzales is served by a City-run airport for light to medium aircraft. The runway is 3,200 feet long and 50 feet wide.

There is an attractive 22 acre, 9-hole golf course, laden with native pecan trees, that is located along the Guadalupe River.

The J. B. Wells, Jr. Park has a rodeo arena, multi-purpose building (show barn), pavilion, two hundred horse stalls and a new RV park.

Helpful Links

[City of Gonzales](#)

[Chamber of Commerce](#)

[Gonzales ISD](#)

[Healthcare](#)

Application Process

Cover letter, resume and at least four references should be directed to Johnson & Associates; **c/o City of Gonzales Search**; 8308 Tecumseh Drive; Austin, TX 78753-5745 or johnson@jatoday.com. Resume packages will be accepted until **Friday, February 1, 2008**, 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 **City of Gonzales** 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.



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