



THE  
JANUS  
FORUM  
JOURNAL

*Fall 2013*



# Letter From the Founder



**Robert  
Pittman**  
**Executive  
Director,  
Janus Institute**

The Janus Forum and Institute along with Conway Data, Inc are delighted to present this first issue of the Janus Journal which summarizes some of the key discussions and findings from the 2013 Forum held this past August in Rabun County, Georgia. While it is almost impossible to completely document all the amazing networking and peer-learning that occurs at the Forum, this first issue captures the essence of the discussion sessions that revolved around three focus topics: leadership (in communities, economic development organizations and elsewhere), the aerospace industry and winning projects, and marketing communities through social media outlets. The sections in the Journal are transcribed from extensive session notes. We edited the notes and added a bit of additional information here and there, but we wanted to preserve as much of the free-flow discussion as we could on paper. The primary purpose of the Janus Reporter will continue to be the dissemination of conversations, findings and results from the Forum, but we have some ideas for other related content such as blogs, posted comments or even articles contributed by Janus Forum participants or others.

This first Journal is indicative of the strong synergy between the Institute and its new partner Conway Data, Inc. Their core expertise is planning and administering professional conferences and seminars, and communicating results to the public through print (e.g. Site Selection magazine) and electronic media. We know that Conway Data can help take the Janus Forum concept to many other US venues and also abroad. Please let us know if you have a comment or want to suggest some topics for future discussion and parsing. In the meantime, we hope you enjoy this first issue of the Janus Reporter.



# The Janus Forum Journal

**August 18-21th, 2013  
Lakemont, GA**

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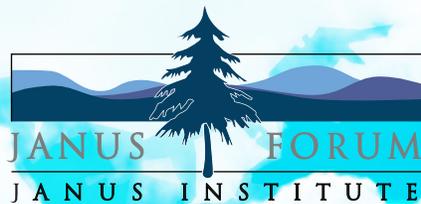
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# Leadership Session

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Alan Price participated in the 3 day Janus Forum for the purpose of facilitating a Leadership discussion among invited professionals representing economic development (ED) and supporting organizations. Leadership in communities has been an important topic identified in previous forums and remains as a key issue effecting economic development. Our objective was to identify issues that affect leadership decisions and provide insight from an expert's perspective on how to cultivate effective leadership.

## Priority Topic: Effective Leadership in the context of Economic Development

At the outset, five primary characteristics were identified that are important to recognize in regard to leadership:

- ▶ Leadership is a learned skill
- ▶ Great leaders are intentional in what they do. Intentionality – very diverse – “not one size fits all” - leverage skills you have
- ▶ Highly effective leaders are skilled communicators
- ▶ Communication is the arterial system of an organization through which its lifeblood flows
- ▶ Information shared without action is just conversation – communication implies action

Participant identified how they define leadership in their professional environments.

## Teambuilding

- ▶ Taking responsibility of where the group is going – be accountable
- ▶ Know where people are coming from
- ▶ Want to make people succeed – want to make your team members look good and letting that outlook rub off on you - I get a lot out of it if you get a lot out of it
- ▶ Responsibility to others versus a responsibility to yourself – facilitate the process –

### 3 Secrets of Success for Highly Effective Leadership

**Character** - Principle-centered decision making

**Situational Awareness** - Expectation of the future – an ability to anticipate the unexpected

**Self-awareness** - Critique/Debrief – how we continue to improve

To address these and other issues a principle-centered leadership approach is often effective. Principal-centered leadership involves the values of leaders and their followers (in this case their community) overlapping. For this to be effective, you must know what your community and organizations values are. Be aware of what your community and organization want and what the culture is that you are working with. Set the example for those cultural expectations; take responsibility when mistakes occur and learn from those mistakes. People will typically act in accordance with what they perceive as the fair thing to do and the example that has been set before them.

In each session, Alan Price discussed with the participants several approaches to successful leadership as well as leadership skills in times of crisis.

Through continued participant discussion several issues in economic development that impact and/or reflect on leadership in their organization and community. Among those, four primary topics were recognized as reflected in the chart below:

# Keys to Successful Leadership with an Organization

- ▶ Determine/ reaffirm your organization’s core values
- ▶ Insure they are known and accepted by all
- ▶ Display them prominently
- ▶ Discuss these values frequently and work through real-life scenarios where they apply
- ▶ Incorporate them into core documents to insure consistency

- ▶ Commit to “open and honest, blameless communication” as a core value in your organization
- ▶ Take in to account the contingencies and weigh against the risks
- ▶ If it goes this way, can you recover from it?
- ▶ Doing what you can to select the right board members.
- ▶ Recycling board members - If you have a good effective board member, bring them back to share their institutional knowledge with others.
- ▶ Treat it as an internship – some are keepers and some aren’t
- ▶ Work with the your team
- ▶ Education programs, orientation, covering basic team working skills. Emphasize the team working aspects of the board and staff
- ▶ Set expectations immediately – define realistically – allow for their involvement. Don’t give a decision – work together, explain why and involve the practitioners.





- ▶ Then they can buy in and support the initiative.
- ▶ Keep them as engaged as possible
- ▶ Create a cohesive goal-set/core-values between board, team and commissioners
- ▶ Communities need core-values, as well as economic development committees.
- ▶ Provide reference points and reference communities
- ▶ Adapt to changing circumstances (adapt or die mentality)
- ▶ Knowing where and who your resources are
- ▶ Relationship Management - Reach out to people you may not know in order to build relationships that could benefit you later on
- ▶ Be approachable. Talk to your staff.

## Leadership In Times of Crisis

- ▶ If it works in normal times, it should work in times of crisis – Act the way you’re been trained to fight.

- ▶ Decisions made in a crisis must be principle centered in accordance with clearly established organizational beliefs – “train the way you want to fight.”
- ▶ Act in non-traditional ways but in accordance with organizational values during a crisis.
- ▶ People are looking for direction
- ▶ Employees will implode. It’s better to do the wrong thing than do nothing. Don’t get in a situation where you’re stuck
- ▶ Each and every person needs to know, understand, and agree with organizational “core values.”
- ▶ Leaders have to demonstrate an unwavering commitment to these values.

Dedication to these – will invoke best results

- ▶ History is full of examples where leaders made poor decisions.
- ▶ Find out if there were core themes in an accident/crisis

### WARNING SIGNS!

- ▶ Disregarding SOP’s
- ▶ Lateness
- ▶ Confusion among team
- ▶ Failure to address discrepancies
- ▶ Team – new to task or each other
- ▶ Fatigue
- ▶ Stress
- ▶ Every accident/crisis had at least 4 red flags and an average of 7.7
- ▶ If you see one, there are others (you can’t tell where you are in the process). So communicate with team members, begin asking questions, examine the process. It not just a possibility, it’s a probability.



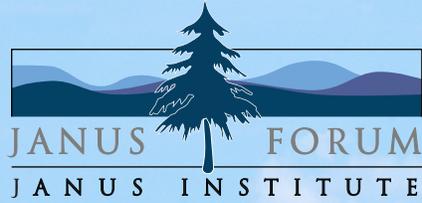
ABOVE:  
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## Alan Price:

Captain Price's extensive "crisis leadership" experiences as Delta's Atlanta Chief Pilot during "911" form the basis of his thoughts about leadership and in specific, leadership for a time of crisis. His stories and illustrations speak to the heart of his message and the key principles upon which his thoughts are founded. Leadership is critically dependent upon

- <sup>1</sup> Principle-Centered decision making;
- <sup>2</sup> An informed perspective of the future and how to "expect the unexpected"; &
- <sup>3</sup> the key skills highly effective organizations and teams employ to constantly improve their performance. While Alan's terminology and examples are from his extensive aviation background, they speak to the heart of how any organization, and in particular communities seeking economic development, should up their game to become highly effective organizations. During the presentation, Capt Price challenged the group with a mini-breakout during which the participants created and discussed how the concept of early warnings about future events (Red Flags) can apply directly to their organizations and communities.



# Aerospace Industry Notes

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Randy Simpson participated in the 3 day Janus Forum for the purpose of facilitating an Aerospace Industry discussion among invited professionals representing economic development (ED) and supporting organizations. One of the key issues defined in previous forums was the attraction of aerospace industry into communities. Our objective was to identify trends in the industry that affect location decisions and provide insight from an aerospace decision-makers perspective on how to become more attractive. Key issues in aerospace business recruitment and sustainment were identified by three working groups of participants in the forum. Priority issues were defined that could form the basis for focus groups in future forums.

## Priority Topic: Aerospace

Recruitment in the context of economic development. A “cause and effect” diagram was used as the basis for identifying key issues. Participants identified five primary characteristics that are important in attracting

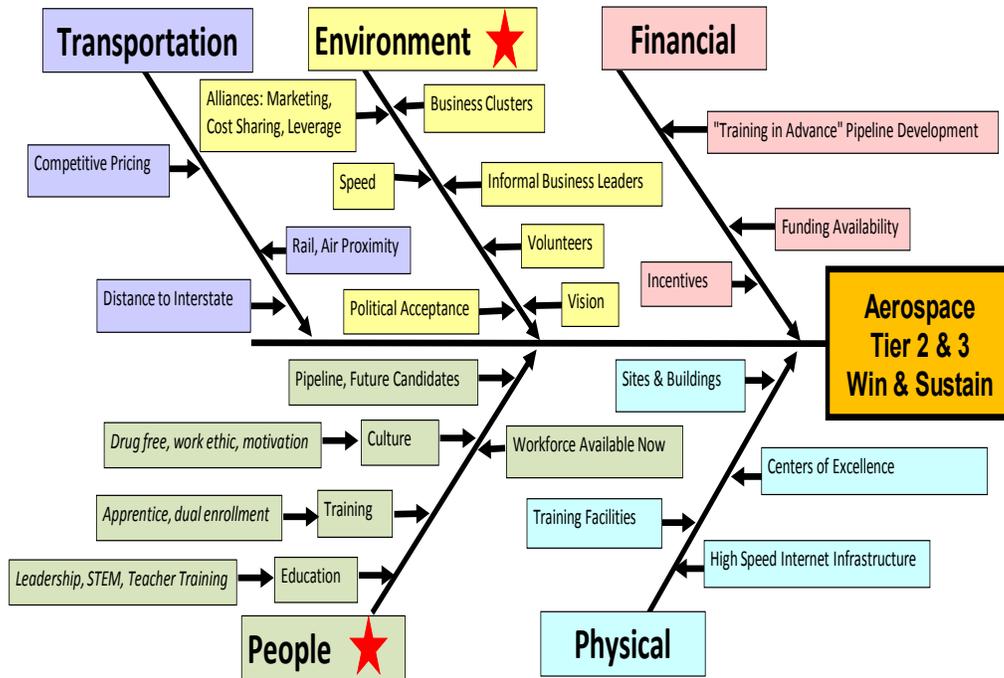
aerospace tier II and III suppliers to a community:

1. **Environment**
2. **People**
3. **Physical**
4. **Financial**
5. **Transportation**

Each of the three working groups used a cause and effect diagram to generate discussion around the elements that were considered important influencers in attracting and retaining aerospace businesses. Consolidated results are shown below (3.1) followed by observations from the facilitator (3.2).

Prior IT issues defined by the participants are indicated by the starred categories in the infograph and will be focused on for the purpose of this report. As the sessions progressed it became evident that physical, financial and transportation were necessary, but not as significant, in a competitive recruitment. True competitive advantage is demonstrated by a

## Keys to Win and Sustain Tier 2 & 3 Aerospace Businesses



combination of the quality of the workforce and the business environment.

**People:** Workforce quality consistently generated the most passion among the forum participants. While education and training were the most practical and straightforward topics, the issue of culture was the more difficult to articulate in terms of actionable solutions. Beginning with the aspirations of young people in K through 12, the coaching and guidance received from both educators and parents and the messaging from peers and media do not currently promote a belief system that prepares a young person with the work ethic necessary to succeed in aerospace. Science, Technology, Engineering and Math (STEM) curricula that require disciplined work ethic are being promoted in some communities, but there is not a major emphasis at either the state or federal level in educational funding strategies. The degree that public schools and technical colleges begin to partner at the local and regional level will determine the communities that will succeed in both recruitment and sustainment of aerospace jobs. The economic data is

compelling: STEM related jobs pay on the average 11% higher base wages than non-STEM, and the demand for STEM candidates currently outstrips supply almost 2 to 1.

**Environment:** “Feeling the Love” is a good summary catch phrase that describes communities’ competitive advantage in recruiting and sustaining aerospace businesses. Though common for many industrial businesses, aerospace in particular relies heavily on political and business leader support at the state and national level. By definition, political support is fleeting... ebbing and flowing with the last election’s changes in personalities and priorities; local and regional business leaders can work both formally and informally to bridge the gap and provide stability in support of longer term objectives within aerospace whose macro business cycles on average are 7 years. Two very tangible means of demonstrating long-term support in a region are through the formation of business clusters and strategic alliances. The former allows for the sustainment of infrastructure (physical, people) to support businesses clustered in the



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same region with varying business contract cycles. The latter provides for leveraging the strengths and weaknesses of individual communities from a regional perspective. Both of these provide tangible evidence to a prospective aerospace tier 2 or 3 business that the communities involved are committed to providing a sustained favorable business environment, important for both domestic and international businesses.



# Social Media Session

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Amanda Sutt and Jessica Hayslett participated in the 3-day Janus Forum for the purpose of facilitating a Social Media discussion among invited professionals representing economic development (ED) and supporting organizations. Social media is a growing tool for organizations to reach a worldwide audience attracting attention and increasing awareness of what they have to offer. Our objective was to identify social media trends in the economic development industry and determine what some of these platforms have to offer that may be being underutilized.

# Priority Topic: Social Media platforms in the context of economic development.

*Top Social Media methods used  
by economic development offices:*

- ▶ Facebook
- ▶ LinkedIn
- ▶ Pinterest
- ▶ You Tube
- ▶ Twitter
- ▶ Instagram
- ▶ Blogging

## Why Use Social Media?

First and foremost, companies and organization cannot ignore social media. Companies and marketing materials are constantly changing, as is social media. The benefit of utilizing social media is that information can be as fluid as your desire it to be with limited costs involved. Additionally, social media grows audiences over time without the constraints of distance and geographic location. Many social media platforms allow for a two-way stream of communication between you and your customers.

## Participants engaged in a discussion about who handles their social media and how they manage it.

Typically in large economic development corporations, one person handles statewide business relations and one person manages the tourism portion each taking care of their own social media areas and approaches. In smaller organizations staffing is limited, which does not allow for daily updates on social media. Often it is updated bi-weekly. Throughout organizations, social media work is often delegated to the “under 25” employee because they are more familiar with the social media platforms. At times this can cause issues because they may know how to apply it but don’t know how to utilize the information to be the most advantages to the organization.

*Participants discussion developed into  
four primary topic areas:*

- ▶ Social media policies
- ▶ Information Strategy
- ▶ How to manage negativity
- ▶ Organization and time management

## Creating Social Media Policy

- ▶ Set up your platform immediately.
- ▶ Make sure to create a business page not an organization page for your business.
- ▶ Social media platforms allow us to communicate our message with our markets without solely depending on traditional media. You control what goes on the webpage.
- ▶ Make sure everyone in your organization knows the protocol.
- ▶ Professional profiles should be open for everyone to see the content.
- ▶ Make sure your professional profile is not for personal use.
- ▶ Use real identifiable photos of your company, organization or logo.
- ▶ When creating a profile page, you should have a consistent tone or personality for your posts; this shows the audience who you really are.



## Managing Negativity

- ▶ Knowing how to deal with people is step one.
- ▶ Never ignore the negative publicity. Determine how influential that group is before determining an approach. In some cases you might justify the negative people by acknowledging them.
- ▶ Make sure to always get the factual information out there.
- ▶ Bad publicity is a great tool for you to show the audience how you are able to handle it.
- ▶ It also allows you to see where your company may have shortcomings and address those problems.

### **Social Media Strategy: How do you know what to post?**

- ▶ When attempting to engage your online community, determine what kind of news interests you. Is your post topic relevant to you and your market?
- ▶ Don't always talk about yourself. The trick is to stay in people's news feed and be relevant to them.
- ▶ Be aware of the climate out there. If something terrible has just happened, don't talk about irrelevant topics.
- ▶ Make sure your information is up to date.
- ▶ If you aren't sure, start a mini public relations group and bounce the idea around.
- ▶ Read your newsfeed and catch up on what information is being talked about to your audience.
- ▶ Know what pages are out there and who your audience is. You have to do it. It's free, so why not?
- ▶ Choose to follow credible sources. Find people worth following. Get to the people that actually

matter. Some media has gone in the opposite direction and do not check 3 sources.

- ▶ When you run into news that is subscription only, you should not post it. If you find this is important information that you want to get out there, you could open with “If you subscribe to AJC...”
- ▶ The purpose is not to tease them into it. Are you trying to educate, or just casual posting?
- ▶ In order to be more effective as a business, you have to create and reinforce that image of your company you want portrayed.
- ▶ You have to drive the media. Make your audience think that if they are not doing business with you, they are not in business.
- ▶ If you aren't talking about your organization, no one else will.
- ▶ If you feel a rant coming on, put down the megaphone. Give it 48 hours and see if you still feel like it's a good idea to post.

### **The Social Media Diet (organization to help you succeed)**

- ▶ Work social media into your schedule. An hour a day/week.
- ▶ Figure what amount of time per day you can commit to each of your social media accounts. You want to show you are active and out there. Recommended:
  - 15 minutes reading news.
  - 15 minutes posting information.
  - 15 minutes reading news feed.
  - 15 minutes connecting with other users.

Social media facilitators, Amanda and Jessica, provided some key information to participants regarding social media including the do's and don'ts of social media, and several snapshots of various platforms.

## **Do's and Don'ts of Social Media**

- ▶ **Do** have opinions, thought, concerns, and feel free to express them. However, don't be a dictator in your posts.
- ▶ **Do** leave things open-ended; allow room for discussion. Be authentic.
- ▶ **Do** be a stickler for typos and misspellings. This helps with credibility.
- ▶ **Do** follow the social media diet that works for you.
- ▶ **Do** make sure you understand what you are actually saying. (LOL does not mean Lots Of Love.)
- ▶ **Do** make sure you send to the correct person.
- ▶ **Don't** take the comfort of auto-correct as a sign to not re-read your message before you send it.
- ▶ **Don't** always create a specific kind of post or always use a specific tone (political, negative, positive, publicizing events.) A range of different kinds of posts will reflect an authentic person managing the page. A range of topics will keep people engaged. Avoid always talking about the same kind of event.
- ▶ **Do** make sure you're making the best use of your time while you are logged in. You don't need a rocket scientist to do this; you need a gardener -- someone who can nurture your accounts and shape the direction you want it to go.
- ▶ **Do** take a social media hiatus during vacation, a few busy days at work, etc.
- ▶ **Do** be mindful of application auto posts -- games, Spotify, running apps, books to read, etc.
- When downloading apps, avoid the option to sign in with Facebook. It blows up other people's news feed; know to turn off the setting.
  - People can see if you are playing games (e.g., Candy Crush) at work. It is a very



simple thing to turn off in Facebook under the applications tab.

post is working. It allows you to see how engaged people are toward different sets of information you post.

## Social Media Platform Snapshots and Tools

### Google Alerts

- ▶ Google Alerts are articles about the city, company, or field you wish to learn more about.
- ▶ The alerts send an email digest to your personal email as often as you would like, daily weekly, etc.
- ▶ This can be a tool to help companies be more engaging in conversation. It shows your client that you have a vested interest in their business.

### Facebook

- ▶ Facebook now has an analytical page for company profiles that lets you know how many page likes you have, how many people your post has reached, and how engaged your post is to your target audience.

- You can see the breakdown of how your

- For a company, it shows how effective your strategy is.
  - It will show you if your audience would rather go through your pictures, watch your videos, or text posts.
- ▶ Facebook allows you to buy “likes” in order for the post to be reached by more people.
  - ▶ Stay mindful of the target audience and marketing principles to get them more engaged.

## Twitter

- ▶ Twitter is a great tool for audiences who are limited on the time. It provides instant news for people to read and get a basic idea of what is happening.
- ▶ It is a growing platform for people to see what is really going on. For instant news, the list feature is very good. Twitter is a very good outlet for tight communities that want to communicate ideas within the community and develop them.
- ▶ Follower/Following. Facebook is a two way street. With Twitter, you “follow” someone and it is a one-way street. You can follow NY Times but they don't have to follow you.

### The Basics: Twitter 101:

- ▶ Be real and be safe!
  - Use your real name or a variation of it. This is a way that people will immediately know it is you.
  - Include your location -- city and state -- but not your street address.
- ▶ Always identify your goals ; it is a good opportunity to tell people about you.

### Twitter jargon:

- ▶ A tweet is a post. Type your tweet in the “What’s happening?” field.
- ▶ Limit to 140 characters. This makes you a better writer, in that you have to decide which essential words to use. Time is of the essence. It was originally set up as a text message service so people could text from their phone.
- ▶ @ = will link you to another person, driving traffic to their profile. It will notify the person that you have tagged them.
- ▶ Retweet is the similar to a Facebook share.

You do have the opportunity to edit before retweeting a post.

- ▶ # = symbol for a trend. This symbol is the most powerful tool in Twitter. It identifies the most important overall take-away message in that tweet.
  - This allows you to read other tweets people have said on the same topic.
  - Some companies have utilized this by creating a hashtag for your organization and they are able to find projects that were tweeted about years ago.
- ▶ Direct message is a way to speak to other Twitter users privately. It is just like an inbox. Click on the mail image.
- ▶ Lists are an easy way to organize who you follow. Create a list for family, work, or a club.
- ▶ It just depends on what platform you put your time in and what you are trying to get out of it. Hootweet and Tweetdeck are programs that can further teach you about Twitter and proper tweeting methods.
- ▶ You must have a person page before you have a company or organization page.
- ▶ It is all about the data and what can you do to target the companies. Get an idea about the type of people you want to target.

## LinkedIn

- ▶ This is the most popular social media site for business users, but it is not a top pick for social media marketers because it is not as well managed. It was started by one of the PayPal creators.
  - A huge downside is that LinkedIn changes its platform about every 2 months. This effect makes a difference when you want to post something.

## Amanda Sutt:

Social Media can be a challenging topic to present to a large group: there will be some users who are on the platform every day and know all of the ins and outs, and then there are others who are completely new to the topic. During our breakout sessions at the Janus Forum, we had a good mix of both extremes and people who were in between. Each breakout session had a different mix of users and the topics were adjusted accordingly to fit the groups. We reviewed the fundamentals for Facebook, Twitter, LinkedIn, Pinterest, YouTube and Instagram, and opened up the floor for questions and experiences. Through this process we facilitated some great conversations about how social media is being used in economic development and explored emerging opportunities as well.

- LinkedIn is still very effective because everyone in the business world now uses it.
- LinkedIn gets money through sales and promoting jobs.
- LinkedIn has different levels of “degree” to the people around you. You have to pay to see the information of 3rd-degree people.

- ▶ The majority of the people using LinkedIn are people looking for their next job or people looking for their next sale.

### Instagram

- ▶ Is a phone app that is just on the phone. Snap a photo with your mobile phone and choose an Instagram filter and add some caption to transform the image.
- ▶ All those things that are in Twitter can be applied to Instagram through pictures.

- The audience is now able to use # and @ in making Instagram posts.

- ▶ Capture your world in pictures.

- Everything is visual now.

- Follow designers. A lot of bakers and restaurants are promoting specials for the day. These companies are able to sell out every day.

- Tourism – this is a great choice

- It brings products and ideas right to your front door.

- ▶ It's growing rapidly with the younger generation because adults are not on it yet.

- ▶ Users can “check-in” using the foursquare feature to show where the photo was taken.

- ▶ Who uses it?

- Slightly more women than men.

- Ages 18-26.

- ▶ Why use it for your business?

- A simple, friendly format

- People are now able to ask their audience a question regarding design in order to engage and connect in the comment option under the photo.

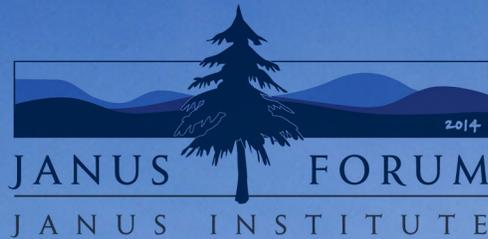
- A bakery may ask, “Which cake design do you like better?”

- Highlighting the work you already do with a snapshot from your smartphone is an easy way to market your product without creating new work for yourself.

- It is also an environment that avoids negativity.

## **Pinterest**

- ▶ Takes images from websites and feeds this into “pins.”
    - ▶ Was created by an architect who wanted to collect the images he saw and it took off from there.
  - ▶ Why use it for your business?
    - A simple, user-friendly format.
    - Essentially a link that drives traffic. It is a link back to the source it came from on the web.
    - Slightly more engagement options than Instagram.
    - Extremely positive atmosphere on the platform.
    - A great tool to show your audience your practices and processes in your workspace. It also welcomes the concept of pinning items that you believe reflect or resemble you or your business.
  - ▶ Of all social media platforms, users spend the most time on Pinterest.
    - The more approachable the pin, the more popular the pin will be.
  - ▶ Pinterest is genuinely driven by consumer choice.
  - ▶ Everything on it is a recycled image.
    - A pin can last months, whereas Twitter can only last 20 minutes and Facebook can last 6 hours.
    - The playing field is level for all users, unlike Facebook. A business is the same as a user. People can learn more about a company.
  - ▶ The businesses that do well on Pinterest are the ones whose audience is already on it. It is not as effective if you have to convince an audience to move to Pinterest.
  - ▶ Your post has to be an image.
    - News programs and magazines put an article up by posting a headline in an interesting font with a link to their website.
  - ▶ The connectivity to users you don't know is very high, allowing your brand to reach new individuals that it would not have before.
-



FLORIDA *in* FEBRUARY  
*Need we say more?*

*Save the date*  
February 16-19th

Based upon the proven model of best-practice-sharing perfected over 5 years at the Lake Rabun, Georgia home of Robert and Anita Pittman, the Janus Forum is simply the best economic development learning event – period.

For more information, contact Amanda Lilla at the Janus Institute at 706.244.1078 or by email at [alilla@janusinstitute.org](mailto:alilla@janusinstitute.org).

*A Conway Data Managed Event*