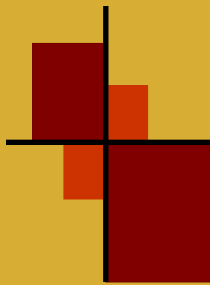




# CPM Times

VOLUME 16, ISSUE 1

JANUARY, 2011



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## From the FSCPM President

by Fred Levinson

I'm very proud that FSCPM's culture encourages our members to try new ideas and implement innovative process and procedures that will provide world class service to our members and agencies. All of our chapters are different (which is very beneficial to FSCPM) and have different organizational structures, policies and procedures but it works because they have determined the needs and expectations of their local members and developed chapters to support the members and of course FSCPM and the CPM program.

The FSCPM Board does the same thing by soliciting feedback from our members and determining how we can implement these ideas. Some of our 2010 accomplishments are: open board meetings for all of our members to participate, expanded our board to include all of our committee chairpersons, chapter Presidents can serve as elected state officers and have their Vice President (or other chapter officer) represent their chapter on the FSCPM board, reduced renewing membership

rates, collaborated with the Florida Center for Public Management to co-host the regional CPM graduations, developed a Facebook page and starting in January we will be implementing our new FSCPM Professional Development program.

As we learned in our CPM training, all of the high performing organizations empower their members to do whatever it takes to provide world class service to their customers. My vision of FSCPM is an organization that supports an environment of trying new things, encouraging open communication/discussions and not being afraid of failure. (In FSCPM we don't have failures, we have lessons learned.) This year we're going to continue working on a "career opportunities" program and other new ideas / suggestions.

In closing, I recently read an article in a professional society journal that supported the centuries old statement "knowledge is power". The author is 100% correct that everyone should take advantage

of every opportunity to learn something new, but knowledge isn't power, sharing knowledge is power.

By sharing knowledge, you not only develop trust with your peers, but you also provide an opportunity for discussion and innovation which will result in improving the quality of service provided to your internal and external customers. I hope that all of our members will take a few minutes each day to share knowledge and learn something new.

As always, I encourage everyone to participate in an FSCPM event or provide feedback (i.e. sharing knowledge) on how we can improve the services we provide to our members and agencies.

Have a great day and please let us know how we can serve you!

Fred Levinson CPM  
FSCPM President



## Does Your Site Need Botox?

by [Beatriz Isaza](#)

Have you looked at your Chapter website recently?

Is it looking a little tired? A little run down?

Is its look stuck in the 90's?

*ENERGIZE IT!*

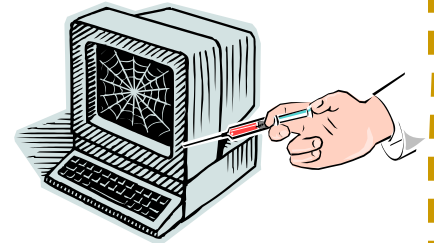
Do you have a Facebook page set up? Why not include a link on your Chapter website?

Do you have some links you want to add?

Do you want to add a Photo Gallery to post photos taken at your local events?

Do you want a page with information about your Chapter's events?

I'm here to make your Chapter website as interesting and full of useful information as you want it to be. Send me an [email](#) with whatever you want and I'll make it work for you and your Chapter!





## Amazing \$49 Room Rate

Country Inn and Suites at  
Calypso Cay

5001 Calypso Cay Way  
Kissimmee, FL 34746  
407-997-1400

Mention Group Code: CPM

Rate Available: January 21-24, 2011

Cut-off Date: January 6, 2011

- 18-hole mini-golf course on site
- Complimentary continental breakfast
- Two Tiki bars
- Video game room
- 4 Pools
- Three Water Slides
- Outdoor basketball court
- Volleyball
- Small pets welcome (fee applies)



Innovative Leadership

# 21st Annual FSCPM Symposium and Awards Luncheon

January 24, 2011

Florida's Turnpike Enterprise

Turkey Lake Service Plaza

Florida's Turnpike, Milepost 263, Building 5315  
Ocoee, FL 34761

Phone: 407-488-5669

Cost:        \$35.00—FSCPM Members  
               \$45.00—Non-members

**Price includes all day Symposium, Continental  
Breakfast, Lunch, Awards Ceremony,  
Installation of 2011 Officers and Afternoon  
Snack!**

Cut off for Symposium Registration: January 11, 2010

Register on-line at [www.fscpm.org](http://www.fscpm.org) or complete the  
registration page in this brochure.

[www.FSCPM.Org](http://www.FSCPM.Org)

Symposium hosted by the

Florida's Turnpike Enterprise Chapter of Certified Public Managers

[Click here to a copy of the full brochure](#)

[Click here to register](#)

# North Florida Chapter: Motivating Employees

By Dottie Gough as presented to the North Florida Chapter

November 9, 2010

The top four things that people look for and admire in their leaders

1.

- A. Honesty – if people are to willingly follow someone, they want to assure themselves that the person is worthy of their trust. They want to know that the person is truthful, ethical and principled. They want a leader who knows right from wrong.
- B. Forward-looking – People expect leaders to have a sense of direction and a concern for the future of the organization. As constituents, we ask that a leader have a well-defined orientation toward the future.
- C. Competency – Leadership competence refers to the **leader’s track record and ability** to get things done. A leader must have the ability to bring out the best in others – to enable others to act.
- D. Inspiring – Leaders are expected to be enthusiastic, energetic and positive about the future – a bit of a cheerleader. Inspiring leadership speaks to our need to have meaning and purpose in our lives. Being upbeat, positive and optimistic about the future offers people hope. This is crucial at any time, but in times of great uncertainty, leading with positive emotions is absolutely essential to moving people upward and forward.

2.

The importance of leadership expectations and their impact on motivation

- A. Consciously or not we tip people off as to what our expectations are by exhibiting thousands of cues. These cues can be as subtle as the tilting of the heads and the raising of eye brows but most are more obvious. And people pick up on these cues.
- B. Employees want an environment where they are treated as human beings, where they are given an opportunity to develop to the fullest potential, and where there is an attempt to make the work exciting and challenging.



- C. All of us behave pretty much **according to the way we’re treated**. If you tell a person **that he’s worthless, has no sense of right or wrong and isn’t going to amount to anything, he’ll probably respond accordingly**.
- D. However, if you transmit positive expectations, individuals will begin to reflect the image **you’ve created for them**.

3.

How establishing the right environment through positive reinforcement and communication can motivate employees

- A. Motivation thrives under managers and supervisors who

create a positive atmosphere, one in which people feel supported, valued and respected. A motivational work environment is charged with energy. Working in an environment without motivation is similar to slogging through mud.

- B. An important motivation technique is for a leader to be interested in his/her employees and to get to know them. Find out about their personal background, where they went to **school, job experiences they’ve had**, what their hobbies are, etc. Take the time to know more about them and they will get to like you.
- C. Another motivation technique **that’s important is for a leader to show employees respect** – remember that your behavior as a leader is setting a standard for the behavior of others.
- D. Giving employees exciting opportunities and rewarding them for their accomplishments is another motivation technique. As much as possible, give them job assignments that they are either good at, interested in, or can have fun with. And once **they’ve proven their worth or exceeded your expectations**, acknowledge them. Praise them in public.
- E. Aside from thanking them, you can give gifts or awards that they can treasure and show to others. This recognition does not have to be expensive; it can be something simple such as a certificate, plaque or trophy.
- F. To motivate, a leader must also be trustworthy and respectable. Show employees that you are

## North Florida Chapter: Motivating Employees *continued*

someone who will listen to their concerns and someone who is trustworthy enough to keep private matters confidential.

- G. Above all, a leader must be consistent with everyone. Be flexible and make exceptions, when appropriate, but not always for one person or based on favoritism.

### 4.

#### Communicate with and listen to your employees

- A. Communication is a vital link between the manager and his or her team and effective communication is the key to good management. The communication process must be meaningful, direct, open and honest.
- B. When a manager listens with the intent to understand others, rather than with the intent to reply, he or she will begin true communication and relationship building. Seeking to understand takes consideration; seeking to be understood takes courage. Effectiveness lies in balancing the two.

#### Summary

- A. Motivation begins with you – your purpose and passion – passionate leaders who

live and work with purpose are in touch with what moves them and gets them excited. They feel so enthusiastic about their goals that they radiate a sense of purpose. Other people are attracted like magnets to this kind of leader.

- B. Communicate a clear, powerful mission – everyone wants to feel that they are doing something that matters. The work of the leader is to communicate that mission so that people get excited and want to apply their talents and skills to the organization.
- C. Learn what motivates your employees – You have to be careful not to be confused that employees are motivated by the same things that motivate you.
- D. Make a personal connection with others – Even the smallest connections can bring about major changes in people's attitudes.
- E. Make the conversation about them – people will go out of their way for any boss who treats them with respect and gets to know them as individuals. Taking a few extra minutes to go deeper into a conversation will also provide you with insights that you will never find by reviewing professional development assessments and evaluations. There is nothing like a good

conversation to help you get perspective on a person.

- F. Praise, recognize and reward – praise is a precision tool in leadership. It allows you to reinforce the exact behaviors and values that will make your organization successful. Praise is also a power tool – it reverberates around the organization and people remember it for years.
- G. Walk the Talk – when you walk the talk, people believe in you and your organization. Acting in a way that is consistent with your words is essential to your success as a leader.

*“..everyone wants to feel that they are doing something that matters. The work of the leader is to communicate that mission so that people get excited and want to apply their talents..”*

# Polk Chapter: Gives Back

By Laura Gorman

This morning, I had the opportunity to share 14 boxes of grapefruit from a co-worker along with food, clothing and other items with the Lake Wales Care Center. They were exceptionally grateful for the donation, especially during this holiday season. If you are not familiar with this countywide support service, here is their web-site:

<http://www.lakewalescarecenter.org/>

The Lake Wales Care Center is a faith-based organization serving the needy and homeless across Polk County which has been in business for 25 years. They depend on donations for their support kindness.

**NEW Chapter Officers 2011**

Laura Gorman	President
Tracy Beebe	Vice-President
Donna Bonner	Treasurer
Sherry Baker	Secretary

**Members-At-Large For:**

City of Lakeland	Stan Martin
	Tina Hill
City of Winter Haven	Erin Tilghman
Clerk of Circuit Courts	Iva Turner
Polk County Tax Collector	Martha Roe Burke
<b>Polk County Sheriff's Office</b>	Teresa Sample





The Suncoast Chapter 4th quarter meeting was held on December 2nd was hosted by Pasco County at the Pagelli's Italiano Restaurant in Wesley Chapel. Colleen J. Scott did a wonderful job leading the evening's icebreaker event. Colleen had everyone tell the group what their holiday wish was, except no one could say "World Peace". Guest speaker for the evening was Dr. Paula S. O'Neil, Pasco County Clerk and Comptroller. Elected in 2008, Paula O'Neil became the seventh person and first female to serve as Clerk of Circuit Court and County Comptroller in Pasco County's history. Dr. O'Neil holds a Doctorate in Philosophy in Applied Management and Decision Sciences from Walden University, a Master's Degree from National-Louis University, and a Bachelor's Degree from Missouri State University.

*The Suncoast Chapter 2011 Board Position Election Results:*

- President - Ruthie Doles (Pinellas Co)*
- President-Elect - Malinda Fusco (Pinellas Co)*
- Treasurer - John Levitt (Pasco Co)*
- Past President - Bob Daymon (Manatee Co)*
- Secretary - Kelli Levy (Pinellas Co)*

Dr. O'Neil has been a CPM member since 2004 and serves on the FSCPM Board. Dr. O'Neil spoke about the challenges facing today's government organizations. The one question Dr. O'Neil has to ask herself was "Why would anyone run for office? Your life is out there, very public." What she knew was she wanted to make a difference for the citizens. A big thank you to all the members who donated items for the Joshua House. The chapter donated all proceeds from the raffle and with funds from the treasury the chapter was able to give the Joshua House a \$200 cash donation in addition to the gifts.

Mike Roos, a 911 Supervisor in Pinellas County and a member of the Suncoast Chapter for several years, officially graduated this August in Gainesville. Pictured from left to right: Chuck Freeman (Suncoast Chapter member), Ben Green, Mike Roos, Ruthie Doles and Dick Wil-

liams (Pinellas County Public Safety Services Department Director). Congratulations Mike!



*Mike Roos Graduates*

Reporting in from Lee County, The CPM Education Foundation will have its first Board meeting January 20th, 2011. The agenda includes the election of officers, the development of policies & procedures, and the goal of grant applications. The Foundation's first goal will be to increase attendance in scholarships from every state. Anyone interested in working with us in the grant writing process should contact Joanne Robertson at the Lee County Tax Collector's office 239.533.6056 or e-mail her at JoanneR@leetc.com.



Hillsborough Community College/Davis Island is currently enrolling students into CPM Classes in the Tampa Bay Area. The Certified Public Manager course taught here will still be through the Florida Center for Public Management at Florida State University. If you are located in a surrounding county, now is the time to register which will prevent your travel and motel issues adding to your budgets.

The open enrollment format in which HCC is offering the program allows agencies to send as few as only one person at a time which avoids the cost of contracting for a full class. It is also a good opportunity for individuals to attend of their own accord. The registration page for the class is: <http://www.tampatraining.com/training-courses/course-details.cfm?id-1125> The home page is [www.TampaTraining.com](http://www.TampaTraining.com) for further information.

The Suncoast Chapter Board members are looking for new individuals to fill the open member-at-large positions. Effective January 2011 the board has six positions available. Anyone interested should contact Malinda Fusco (mfusco@pinellascounty.org).



### A Message from Suncoast Chapter President, Ruthie Doles:

This coming year will be my final year as chapter President and I want it to be my best! But that wish is overshadowed by the fear that our chapter, and FSCPM as a whole, are in jeopardy. Fifty-seven percent of Suncoast Chapter memberships are up for renewal. So far, less than 1% of those members have rejoined. Suncoast is currently the second largest chapter in the state. This makes the future of our organization very bleak. Yet the flames of hope burn brightly in my heart that members truly know the worth of belonging to FSCPM but have been a little too busy to send in their renewals. I look forward to a 100% renewal rate!! **A girl can dream!! Dreams are the fuel of New Year's goals! As you envision what 2011 holds for you, I hope you plan to reinvigorate your participation in CPM and the Suncoast Chapter. Renew your membership before it expires. Attend the annual Symposium. Come out to membership meetings. Join a committee or better yet, volunteer for a Member At Large position. You get out of it what you put into it. Put some time and effort into the Suncoast CPM Chapter in 2011...you won't regret it!**

*Many blessings for a Happy Holiday season! See YOU next year!! Ruthie*



## Florida Turnpike Enterprise Chapter

by Joseph L. Wilson

### From the desk of the FTECPM President, Jerry Karp

Every once in a while we all need that one thing that encourages us to keep pushing on, improve upon our very best, and do something so great that it truly makes a difference in our everyday lives.

We often think about our self when it comes to continues improvement what can I get, how can I be better, the old me, myself and I story.

Did you know that we often feel better about our self when we do things for others, crazy I know but **it's true. Now that I know this golden nugget of information I do my very best to help others succeed** with no expectation of a return on my investment.

I encourage you to give it a try, believe it or not it even seems to work outside of the workplace.

Just as a reminder that the investment you have already made into your CPM designation is also a two way street, how can you give back to others what you have received from the program. Your talents, knowledge, and understanding of what it takes to be an effective leader can and should always be shared with others.

I encourage you to consider renewing your annual Turnpike CPM membership and sharing your leadership experience with others.

**Don't forget about the upcoming 21 Annual Florida Society of Certified Public Manager's Symposium and Awards Luncheon, being held on January 24<sup>th</sup> hosted once again at the Florida's Turnpike Headquarters complex. <http://www.fscpm.org/>**

Be sure to visit our Chapter Web-site for additional upcoming events such as our rescheduled golf tournament, Lessons in Leadership, board meetings and much more.

Remember when you become a Chapter member you are a part of a brotherhood of all Chapters and can attend meetings or events at many different Chapter locations.

Thank you for your consideration to renew.

We wish you all a happy and healthy New Year

# I'm Positive, About Being Positive

By Pamela King

I am a big believer in the benefits of having a positive attitude. Not just the spiritual benefit, but also the tangible rewards we get from maintaining a positive outlook on life. Psychologist Christopher Petersen (*A Primer in Positive Psychology*, Oxford University Press, 2006) says, "...optimism has demonstrable benefits...and is linked to positive mood and good morale; to perseverance and effective problem solving; to academic, athletic, military, occupational, and political success; to popularity; to good health; and even to long life and freedom from trauma."

I do a good deal of volunteer work with homeless individuals and families. Doing this work I have noticed an interesting pattern in the **individuals that are able to "pull" themselves out of their circumstances. These successful individuals have a positive attitude.** They look at their circumstances as an isolated incident that they will get through.

There are those that believe people are either born optimists or pessimists and that is that. I choose to believe that we have more control over our lives than the circumstances we find ourselves. We can modify our attitude, by modifying our thought processes. **If you are "naturally" a pessimist this may be hard to believe, but you can modify your outlook on life. You can change from a negative to a positive person. You just have to choose to make a change in how you look at your circumstances. You know the saying "what goes in, must come out". That is also the case with our thoughts and attitudes.**

When we put in positive thoughts, out will come a positive attitude and all the benefits that come with it. I have personally benefited from modifying my attitude from the negative to the positive. If you are ready for a new outlook on life, here are a few steps to get you started in an optimistic direction:

1. **When you wake up in the morning, before your feet touch the floor, say to yourself "Today is a great day. I am so happy to be alive today. I wonder what fantastic rewards will come my way today."** (I usually recite a poem my Dad wrote – see December's newsletter). This ritual helps you to focus on the things that are really important. **You know the things you can't buy at Walmart.**
2. Prepare for the expected so you can handle the unexpected. Motivational speaker, Keith Harrell, uses a perfect example in his book Attitude is Everything – rush hour traffic. You know what I am talking about. We get up at the same time every morning, get in our car and then start yelling at the other people that have to audacity to travel to work at the same time as us. Come on folks, why are we so shocked that there is bumper-to-bumper traffic during rush hour? Hello – it is there every day. All those negative thoughts we get during the commute can mutate into a really nasty attitude for the rest of our day, **which is further impacted when we get hit with unexpected news. If you just can't sit still** – get on a flex schedule that allows you to either come in before or after high traffic times. Better yet, use the time to your advantage. I usually use commute time to listen to training or motivational CDs or music I really enjoy. **You will be surprised how much "faster" your commute time becomes if you implement one of these tools. You will also feel a lot better about yourself when arrive at your destination without having cussed out someone's grandmother.**
3. Talk to yourself. Yes, I put it in writing. Straight jacket aside - it can be very healthy to talk to yourself - if you keep it positive. Some psychologists recommend coming up with an affirmation statement that you can repeat when you start hearing that **Negative Nelly voice calling your name. A good example of an affirmation statement is something like "I am a positive person". Just repeat the statement over and over when you feel yourself being pulled in to the abyss of negativism. One very important thing to remember about affirmation statements is to make sure they are present tense. Don't use "I will be a positive person" that insinuates that you haven't made up your mind to be positive yet. Another method is to give your self a mental pep rally. Remind yourself that any barriers in life are really just stepping-stones to bigger and better opportunities. However, you choose to "talk to yourself" make sure you keep it positive.**
4. **Don't give up! It takes 21 days to change a habit; 40 days to change a bad habit into a positive one; 120 days to allow the new habit become who you are; and 1000 days to master the new habit.** So if you slip into a negative mood or start shouting at the car in front of you, **don't throw up your hands in defeat. In addition to talking to yourself. You will also want to do some self-analysis. When a situation brings you down – try to think about it from another perspective. What are the positive aspects can you pull out of the situation? Ask yourself if the situation will matter an hour from now, tomorrow, or even a week from now. Use your findings to implement a strategy you can use the next time you are in a situation where it would be easier to choose to be negative.**

Of course nothing in this article will help you to change your perspective on life, it is up to you to choose how you want to go through life. I hope you choose a future full of only the positive.

Have a happy and positive New Year!

# Strategic Impatience

By Scott Ginsberg

I published eleven books in eight years without a publisher, more books than some authors publish in their lifetime. How? By being **"strategically impatient."** Today I challenge you to practice strategic impatience as an approach to achieving your professional goals.

**1. What's next?** These are the two most important words in the **impatient professional's vocabulary. It's like rock climbing:** You secure a grip in your right hand while searching for the next hold with your left hand. Then, as soon as you lock your fingers into place, you swing forward into the next action. Always ascending with one hand secure, but never dwelling on the rocks of the past. Apply that principle to your professional efforts, and **you'll scale the professional mountain in no time.**

*What is your legacy of taking action?*

2. Assess the irrelevant – then discard it. The quicker **you decide what doesn't matter**, the less debris stands in your way of execution.

*If you didn't spend all your time managing and stressing over counterproductive time-wasters, what might you accomplish?*

3. Put yourself out of your misery. The root of the word **"patience" is pati, or, "to suffer."** Which means the word **"impatience" literally means, "without suffering."** That's the freeing part. When you give yourself permission to be impatient, you end your own suffer-

ing. The secret is honestly asking yourself questions like:

**\*If you don't do this – will the world end?**

**\*Are the tasks on today's agenda worthy of your life?**

**\*What is the need for perfection preventing you from doing, being and having?**

*Are you willing to stop waiting and swing into action?*

4. Develop massive intolerance for the inconsequential. No offense to the Dalai Lama, but what a crock. Tolerance? Yet another veil that needs to be pulled back.

**Naturally, I'm not talking about tolerating people of difference cultures. Rather, I'm referring to the intolerance for:**

Senseless barriers and constraints. Non-stop interruptions. Delay and opposition. The need to get approval or permission. The illusion that you have to be **"amazing" or "experienced" or "ready."** The fairytale that you **need to know what you're doing.**

*What unnecessaries are you courageous enough to commit a hate crime against?*

5. Victory fuels impatience. In 2009, Bill and Melinda Gates made a historic presentation to the US Government entitled, **Living Proof.** During her opening remarks, Melinda said the following:

**"The world is getting better – but not fast enough. Unfortunately, it's not getting better for everyone. But we've seen the living proof that global healthcare really can work. And that's the**

kind of thing that makes us **impatient optimists."**

What about you? What would happen if you pinpointed a little living proof in your body of experience to prove the payoff of impatience?

*How could you reinforce that proof to fuel your immediate progress?*

**REMEMBER:** Patience might be a virtue – but impatience pays the mortgage.

Stop waiting.

Just go.

The Dalai Lama will forgive you.

Thank you to Scott Ginsberg for permitting us to reprint an edited version of his article. For the full article, go to <http://www.hellomynameisscott.com/8-ways-be-strategically-impatient-0>

Scott Ginsberg, aka "The Nametag Guy," is the author of twelve books, professional speaker, award-winning blogger and the creator of NametagTV.com. He advises companies worldwide on how to make a name for themselves. For more info about books, speaking engagements, customized online training programs or to Rent Scott's Brain for a one-on-one mentoring session, call 314/256-1800 or email [scott@hellomynameisscott.com](mailto:scott@hellomynameisscott.com)

# Quick Notes




Due Date for Next Newsletter:

- April 2011 Newsletter submittals need to be sent on or before Monday, March 28







March 2011						
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20	21	22	23	24	25	26
27	28	29	30	31		



Watch Your Website!


















*Please keep an eye on your chapter's website. If you see anything that needs to be changed, please email your change to [Beatriz](#). Your site will be updated as soon as possible, and you will receive an email confirming the change has been made.*



# DOUBLE PUZZLE

Unscramble each of the clue words, taken from the articles in this newsletter.

Take the letters that appear in the  boxes and unscramble them for the final message.

VIOMITTANO	  
HONSEYT	
COYTECNMEP	 
RINATSOPNII	 
NOONCTAMMIICU	
TOCNIYMUU	
LIESEHPARD	   
HERBISMEMP	 
OSVITPIE	

   !

Answers:

motivation, honesty, competency, inspiration, communication, community, leadership, membership, positive



### **SOCIETY MISSION**

- To foster and maintain high professional and ethical standards in the practice of public management, and to further the professional growth of the Society's members.

### **SOCIETY GOALS**

- Support the purposes and objectives of the AACPM.
- Improve communication and cooperation of public managers in all sectors of Florida's government.
- Provide opportunities for members to continually increase their knowledge in the field of public management
- Promote growth and recognition of the FSCPM.

### **MEMBER BENEFITS**

#### **Members in the FSCPM receive:**

- Recognition of commitment to professional standards.
- A quarterly newsletter containing subjects relating to public management.
- Opportunities for career development through State and Chapter sponsored seminars and workshops at reduced fees.
- Awareness of new developments in theory and practice of public management.
- Networking opportunities with other professional managers.
- Opportunities to contribute to professional management projects.
- Improve communication, cooperation and coordination among public entities.
- Foster leadership through example and innovation.
- FSCPM has seven local chapters. Membership fees provide membership in the AACPM, FSCPM and the local chapter.
- Local chapters have a wide-range of activities from monthly luncheon meetings, training events and symposiums, and social events.

## 2010 Officers and Board Directors

### **Officers**

Fred Levinson	President
Jerry McCarthy	Past President
Ruthie Doles	Vice President
Nadir Rodrigues	FSCPM Secretary
Ron Webster	State Treasurer
Sabrina Hartley	State Board Member-at-Large,
Cassandra Lamey	State Board Member-at-Large
Paula O'Neil	State Board Member-at-Large

### **Board of Directors/Chairs**

John Taylor	President, Central Florida Chapter
Julio Avel	President, Florida Keys Chapter
Ellen Daniel	President, South Florida Chapter
Ruthie Doles	President, Suncoast Chapter
Sabrina Hartley	President, North Florida Chapter
Fred Levinson	President, North East Florida Chapter
Laura Gorman	President, Polk County
Jerry Karp	President, Turnpike Chapter
Ben Green	FSU CPM Liaison

### **Committee Chairs**

Laura Gorman	Askew Awards Committee
Diana Wilkinson	FSCPM Awards Committee
Ed Pacificar	By-Laws Committee
Cassandra Lamey	Chapter Effectiveness Committee
Ruthie Doles	Continuing Education Committee
Joanne Robertson	FSCPM Liaison
Sabrina Hartley	FSCPM Liaison
Jerry McCarthy	Marketing and Fundraising Committee
Christine Taylor	Marketing and Fundraising Committee
Jean Pingston	Symposium Committee
Beatriz Isaza	Webmaster/Newsletter