



The Lighthouse



NMA...The Leadership Development Organization
Columbus Public Service Chapter
The *first* Public Sector Chapter - est.1981

Picture Yourself a Leader!



Chapter President Bee Tolber

It is time again to nominate new officers and board members for the year 2012-2013. And it's time to take the opportunity to grow as a leader by becoming an officer or board member of the Columbus Public Service Chapter of NMA.

Nominations were taken from the floor for officer positions and board seats. Below are the positions open for officers and board

members. Per NMA bi-laws, the current 1st Vice President, Teresa Langer, moves into the President's position. The remaining board seats not listed, will be open for election in 2013.

Note that the board seats for Finance-Fleet and Public Safety will not be filled due to the drop in membership below five. We need to come together and invite employees from these departments to join our organization, as well as the other departments in the City. Help us build new membership!!

Submitted by Vonna Hayes

March 2012

Check out NMA's group on LinkedIn at NMA1.org

The latest issue of *Breaktime* can be found at: <http://nma1.org/Communications/Breaktime/2012-04/2012-04.pdf>

Visit The Columbus Public Service chapter website: <http://nma1.us/chapters/220/>

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1st Vice President

Terry Neal

2nd Vice-President

Tami Peters
Scott Ward

Secretary

Amy Ackerson
Kasia Richey

Treasurer

Elaine Brunney

Development – Board of Directors

Bruce Black
Beth Fairman
Kinney

Public Service – Board of Directors

Randy McMillin

Elections to be held at the April meeting, and will be in effect July 1





NMA Family Scrapbook

**Get well wishes
to Carnell
Felton and
Judy Johnson**



Congratulations to Fire Chief Pettus, past recipient of the NMA Silver Knight Award, on his retirement. We thank him for his many years of service to the safety of our City, and for his leadership as our NMA chapter advisor. And to Patti Orders, a charter member of the Public Service Chapter of NMA, former board member and recipient of the 2002 Manager of the Year award.

Burnt Muffins Again

by Beth Fairman Kinney

One of my hardest jobs to do was to bake muffins at a small coffee shop at 4am.

It was the summer between junior and senior year. I was a starving college student, living on campus, trying to pay tuition, credit cards and the semester abroad in England. I knew that to get by I was going to have to work two jobs during the summer, and applied all over town for all positions. I sat down at the coffee shop. Yes, I had experience being a barista. But they were looking for a person to close and clean during the week and open and bake muffins on weekends. Would I do it, yes!

Cleaning at night, when the shop was closed was easy. I played Sheryl Crow on the radio and went to work. I was able to daydream about school projects and write papers in my head. Cleaning toilets was not glamorous but, it was paying that credit card.

Then at 4am on Saturday and Sunday, I woke up (trying not to awake my roommates) to bake the muffins. The dough was made the night before. I had to scoop it into the tins, and have the oven at the exact temperature, and then use the timer. My manager explained it to me, that it should be super easy, a no-brainer.

What my manager did not know was that I come from a long line of burnt-muffin makers. This was a very difficult job for me. I remember the stress I had, making sure that the muffins were filled about $\frac{3}{4}$ the way, and not over. They couldn't have flat tops, or overly round tops. They couldn't be burnt or raw, just lightly

browned and topped with the perfect amount of sugar. I would sit and stare at the muffins while they cooked, trying to make sure I got them out at the right time. My manager was crazy about her muffins, they had to be perfect. But my Manager was not awake at 4am on the weekends. So, after one quick lesson, she left me alone in the kitchen.

I ate a lot of muffin mistakes. She wouldn't sell the imperfect ones, and I couldn't put them in the trash because she'd know. So, every morning after the muffin case was full of warm blueberry, lemon, apple cinnamon goods, I slipped out the back door with a bag of warm mistakes for my roommates.

My manager would meet me during the week to explain her displeasure with the muffins. They had too much sugar, too many blueberries, or were too rounded. And on Saturday morning, I would try again, alone in the kitchen with her notes to make the perfect muffin.

After a few months, we parted ways. My manager found a much better muffin baker, one who got it right the first time. She never understood why it was so difficult for me to get the muffins right and why I made so many mistakes. She never tried to find out.

As a manager, we have to take the time to understand why an employee may not be succeeding. Is it the task at hand? Or is it our management (or lack of) and insufficient instructions? And instead of yelling over burnt muffins, we should discuss the problems, and maybe we can reach an understanding with the employee that will make a better work environment for all involved.



Things Great Managers Do!

I was recently reading some articles from the Certified Manager Newsletter (CM) and ran across these statements.

Are any of these things Great Managers do? Simply mark a Y or N in the blank provided. – Test your skills. - What do you think?

- _____ Maintain your cool and sense of humor, especially during a crisis.
- _____ Tell subordinates when they're shooting themselves in the foot.
- _____ Be the boss, but behave like a peer.
- _____ Let your guard down and really be yourself outside of work.
- _____ Stand behind and make big bets on people you believe in.
- _____ Complement your subordinate's weaknesses.
- _____ Compliment your employee's strengths.
- _____ Teach the toughest, most painful lessons you've ever learned.
- _____ Do the right thing.
- _____ Do what has to be done, no matter what.

Now that you are done, thinking, and hopefully curious, see what Steve Tobak has to say... on Page 8



WIN A TRIP TO SEATTLE!!

All new members reported to NMA between January 1, 2012 and June 30, 2012 are eligible to win a FREE 2012 Annual Conference registration plus 4 nights lodging at the beautiful Seattle Marriott Renaissance Hotel—a package worth over \$1,300!! All new members will be eligible to win—Chapter Members...Spousal Members...and Individual Members!

Come along and join us!
Conference date October 6-9, 2012

For More Information please contact:
Donna M. Garland, Membership Chair
757 Carolyn Avenue
Phone # 645-2217, dmgarland@columbus.gov



Meeting Notes

NMA Candle Sale

The spring candle sale runs through Friday April 6th, and orders will arrive by the last week of April in time for Mother's Day.

The money is due at the time the order is turned in; checks can be dated for April 6th. All proceeds from the candle sale benefit the Speech contest. For more information, contact Jacque Kelley at jkkelley@columbus.gov.



Charles and his family



Charles with Chapter President Bee Tolber, 1st Vice President Teresa Langer and 2nd Vice President Jacque Kelley

Dinner Meeting Highlights

The March dinner meeting was held at the Rice Bowl on South High Street, and the featured speaker was **Charles Ballour**, a sophomore at Marion Franklin H.S. and the winner of the NMA annual speech contest. He attended the meeting with his mother Victorious Blakey and little sister, Eternity. The title of his speech is "The Consistency of Leadership".



Charles presents his winning speech

Charles will present his speech at the East Leadership Development Conference speech competition in Detroit on April 28. To prepare, he will practice his speech at the next two toastmasters meetings this in April.

The individuals listed below were winner's at our March Dinner Meeting:

- Special Gift Card for \$15.00 worth of Cold Stone Ice cream donated by President, Bee Tolber was won by First Vice-President, Teresa Langer. Teresa donated the gift card to our speech contestant, Charles Ballour.
- The 50/50 Drawing of \$32.00 was won by retired member, John Chilton.
- Monthly Bonus Bucks Prize: This month the amount was \$60.00. Elizabeth Reed name was drawn and she was present. (It pays to attend NMA's monthly meetings, since you must be present to win!) Next month's Bonus Bucks Prize starts over at \$10.00.
- The NMA Newsletter Puzzle Winner was Alfred Carmon from Public Service.

NEW MEMBERS WANTED

Invite a friend or co-worker to the next meeting.

Community Service

Upcoming Service Opportunities

With the warm days approaching, wouldn't you like to have a fun day with co-workers and help spread the word about bicycle safety? Neighborhood Pride is looking for volunteers to help with the Bicycle Safety Festival. We will train you how to fit bicycle safety helmets and the facts about bicycle safety, and we do events across town.

We need volunteers to work the following events:

- May 11 – Mayor Coleman's kick off at Shady Lane Elementary.
- May 20 – COSI EMS Safety Day

Contact Beth Fairman Kinney, 645-7116, bfkinney@columbus.gov



KICK OFF SPRING 2012 WITH A CLEAN & GREEN CITY

Join Mayor Michael B. Coleman in **Historic Franklinton**

Saturday, June 23, 2012, 9:30 a.m. to 11:30 a.m.

Annual Spring City Employee **Neighborhood Clean Up**

Sign up with your Department Leader by Friday, June 15,

FREE parking, all clean-up equipment provided



Wanted: National Award Nominees

Executive of the Year



The objective of the award is to recognize a senior executive who has gained significant recognition for managerial and leadership accomplishments,

conducted both personal and business affairs in accordance with NMA's Code of Ethics. This is NMA's highest individual award. A plaque will be presented to the recipient at NMA's Annual Conference.

A nominee must be a senior executive with a demonstrated record of managerial and leadership accomplishments over his/her career and have received formal recognition for them. Also, the nominee must have supported the principles of contemporary management and been substantially involved in the community. To be considered for this award, a nominee need not have held membership in NMA, but should have been a life-long advocate of NMA's Code of Ethics.

Member of the Year



The objective of the award is to recognize a current Association member for his/her efforts during the past 12 months that enhanced the effectiveness of the Chapter or Council and advanced

the purpose and the image of the Association. The award recipient will be recognized at the Association's National Conference and

will receive a \$500 cash award and a plaque. Association National Officers and National Directors are excluded from receiving this award.

A nominee must be a continuous Association member for the past two years and have made significant contributions to Chapter or Council operations and activities.

Award nominations must be endorsed by an Association Chapter or Council and be signed by two officers of the nominating organization. It is extremely important to discuss in the Chapter/Council endorsement the significance and consequences of the nominee's specific efforts, accomplishments, and activities during the previous 12 months.

Hall of Fame



This award is given to an Individual in recognition of significant personal and professional contributions to the devel-

opment of management/leadership – its advocacy through exemplary personal behavior, or its development via writing, teaching, or theory development. Consideration is also given to outstanding achievements in the related areas of human resource development, training, ethics, and transformational leadership.

All award nominations must be submitted to the Chapter on the approved forms made available to all Chapters and Councils to receive the Chapter or Council endorsement. Contact Vonna Hayes for forms at 645-7505.or vshayes@columbus.gov.



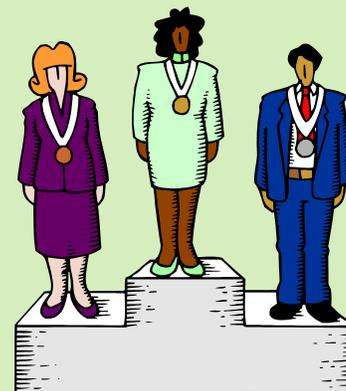
Gold Knight Award Nominations

The Gold Knight nominee must be an executive whose reputation for outstanding leadership is well known in the area served by the council and must have participated in programs intended to promote public understanding and acceptance of the management profession. Further, the nominee should have motivated other management people to practice the principles of the Association's Code of Ethics, contributed to a better understanding of the Association, and been an outstanding influence in preserving our competitive enterprise system.



Silver Knight Award Nominations

The Silver Knight Award is the highest award our Chapter can bestow. The Nominee must be an executive who is well known to the members of the chapter, and whose example has stimulated and inspired them. It should be someone who regularly applies the principles of the Association's Code of Ethics in his/her daily work and contributes to a better understanding of the Association, and is an outstanding influence in preserving our competitive enterprise system.



Find the nomination form online at <http://nma1.org/Awards/Awards.html>, and send completed form to Vonna Hayes vshayes@columbus.gov any NMA Columbus Service Chapter officer.



Professional Development

All are welcome to attend:

City of Columbus Toastmasters

Meetings:

1st Thursdays
Citywide Training Center
750 Piedmont Rd.
Training Room C
12:00 to 1:00 PM

3rd Thursdays
Columbus Public Health
240 Parson Ave.
Room 119-C
6:00 to 7:00 PM

For more information, call
614-645-6032 or
614 216 8988



**Watch your email
for on a half-day
seminar in May
with Jan Lyddon
and Bruce
McComb, who
were presenters at
the January
breakfast meeting.**

The City of Columbus, Community Relations Commission

Presents:

Our Second of the 2012 Lunch & Learn Series

“COGNITIVE BEHAVIORAL THERAPY”

PEOPLE HELPING PEOPLE

This Lunch & Learn will focus on a relatively short-term form of psychotherapy based on the concept that the way we think about things affects how we feel emotionally. Cognitive therapy focuses on present thinking, behavior, and communication rather than on past experiences and is oriented toward problem solving.

PANELISTS WILL REPRESENT:

Certified Cognitive Behavioral Therapists

Participant Graduates

Youth Therapist

Please bring your lunch. Join our panel of experts as they discuss present thinking rather than past experiences.

When: Friday, April 13th, 2012
11:00a.m.-11:30 a.m. Networking
11:30a.m.-1:00p.m. Panel discussion

Where: 1111 East Broad Street
Columbus, Ohio 43215

More Information: Call 645-1993

FREE parking is available in the lot off 21st Ave. Please enter through the front doors on Broad Street



Professional Development

SEMINAR ANNOUNCEMENT

Dealing with Grouches, Grumps and Grudges Part II: Building Better Relationships with Almost Anyone

Date: April 17, 2012

Location: Utilities Complex, Auditorium 910 Dublin Rd

Time: 8:00 am to 12:00 pm

Class Number: 12002pd .4 CEU's

Interpersonal skill development has never been more important than now in achieving an engaged and effective workforce. We are all tasked with the responsibility to accomplish work unit goals and objectives. To achieve the goals we often need to rely on others. This training develops the relationship skills and enhances understanding of others' styles and differences to gain commitment and cooperation with co-workers, supervisors and customers. The training introduces principles of communication, influence and collaboration skills as well as practice in setting healthy workplace boundaries.

Learning Objectives:

- **To understand and appreciate the salient role interpersonal communications plays in motivating and engaging others to enhance effectiveness at work**
- **To learn tips and techniques to bridge the gap between others' motivations and the work unit goals**
- **To learn and practice building rapport and credibility to build trust and collaboration**
- **To be able to discern which skills and techniques apply when dealing with a variety of styles and preferences promoting greater collaboration and cooperation**
- **To learn at least one way to set healthy boundaries at work in dealing with negativity, work ethic, and work-life balance; to encourage risk taking in applying healthy boundaries**

Trainer: Susan Stasiak

Return your reservation by April 10 to:

Bill Mahaffey, CM

Division of Power & Water

Tel: 645-3765 Fax 645-6165

Fees: Members N/C Non Members \$40

Online Project Management Courses Available

NMA has partnered with MindEdge, Inc., to offer online project management courses and simulations.

Prepare for the PMP® Certification Exam or earn PDUs with their comprehensive suite of online programs.

Courses

- PMP® Exam Prep
- Project Management for Information Technology
- Project Management Team Leadership
- Project Risk Management:
- PMI-RMP® Exam Prep
- HealthMax Software Project Management Simulation

Coming Soon!

- Agile Project Management Simulation
- Introduction to Agile
- Introduction to SCRUM
- Managing the Allerton Connector Highway Project: Project Management Simulation

http://nma1.org/Education/E-Learning_Self_Study_Courses.htm



10 Things Great Managers Do

By Steve Tobak

There's all sorts of rhetoric about what good bosses should and shouldn't do these days. I guess that's a good thing. Unfortunately, most of it's pretty basic, generic fluff that sort of blends together after a while.

Even worse, a lot of it's, well, utopian. It panders to what employees want to hear instead of giving truly practical and insightful advice on what makes a manager effective in the real world where business is everything and everything's on the line.

This list is different. It's different because, to derive it, I went back in time to the best characteristics of the best CEOs (primarily) I've worked for and with over the past 30 years. It's based entirely on my own experience with executives who made a real difference at extraordinary companies.

Some were big, some were small, but all were successful in their respective markets, primarily because of the attributes of these CEOs. Each anecdote taught me a critical lesson that advanced my career and helped me to be a better leader. Hope you get as much out of reading it as I did living it.

10 Things Great Managers Do

Maintain your cool and sense of humor, especially during a crisis. When our biggest customer - and I mean big - thought I leaked a front-page story to the press, I offered to resign to save the relationship. My boss, a great CEO, gave me a serious look, like he was thinking about it, and said, "You're not getting off *that* easy." Then he broke

into a big smile.

Tell subordinates when they're shooting themselves in the foot. Sometimes I can be pretty intimidating and I've had CEOs who shied away from giving it to me straight when my emotions got the better of me. Not this one guy. We'd be in a heated meeting and he'd quietly take me aside and read me the riot act. He was so genuine about it that it always opened my eyes and helped me to achieve perspective.

Be the boss, but behave like a peer. I've worked with loads of CEOs who let their egos get the better of them. They act like they're better than everyone else, are distant and emotionally detached, or flaunt their knowledge and power. That kind of behavior diminishes leaders, makes them seem small, and keeps them from really connecting with people. They're not always the most successful, but the most admired CEOs I know are genuinely humble.

Let your guard down and really be yourself outside of work. You know, teambuilding is so over-rated. All you really need to do outside of work to build a cohesive team is break some bread, have some drinks, relax, let your guard down, and be a regular human being. When you get to be really confident, you can be that way all the time. That's the mark of a great leader.

Stand behind and make big bets on people you believe in. One CEO would constantly challenge you and your thinking to the point of being abusive. But once he trusted and believed in you, he put his full weight behind you 100 percent to help you succeed. He'd

Continued on Page 9



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stand up for you even when he wasn't sure what the heck you were up to. And he'd give you new functional responsibilities - something up-and-coming execs need to grow. Okay, he wasn't perfect, but who is?

Complement your subordinate's weaknesses. I often say it's every employee's job to complement her boss's weaknesses. The only reason that's even doable is because we've all only got one boss. But I actually had a CEO who did that with each and every one of his staff. For example, I'm more of a big picture strategy guy and he would really hold my feet to the fire by tracking my commitments. It felt like micromanaging at first, but I eventually realized it helped me to be a more effective and strengthened the entire management team.

Compliment your employee's strengths. It takes a strong, confident leader to go out on a limb and tell an employee what they're great at. Why? I don't know, but I suspect it's hard for alpha males that primarily inhabit executive offices. Anyway, it's important because we can't always see ourselves objectively.

Twenty years ago a CEO identified how effectively I cut through a boatload of BS to reach unique solutions to tough problems. Today, that's what I do for a living.

Teach the toughest, most painful lessons you've ever learned. As a young manager at Texas Instruments, I once asked my boss's boss for advice about a promotion I didn't get. He told me a candid story about the hardest lesson he'd ever learned, the reason he was stuck in his job. He made himself indispensable and didn't groom his replacement. It was painful for him to share, but

it opened my eyes and made a huge difference in my career.

Do the right thing. Just about everyone says it, but I've only known one CEO who both preached and practiced it to the point where it became a big part of the company culture. You'd walk the halls and hear people say it all the time. He meant two things by it. When he said it to you, it meant he trusted you to do just that. He also meant it regardless of status quo or consequences. He had extraordinary faith in that phrase. Now I do too.

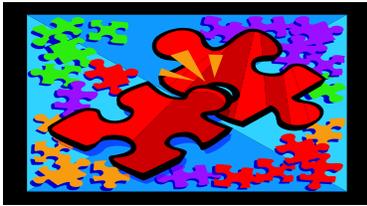
Do what has to be done, no matter what. It's a rare executive who jumps on a plane at a moment's notice to close a deal or gives an impromptu presentation when a potential investor shows up unexpectedly. It's even more rare when he does it without asking questions or hemming and hawing about it. He just does what has to be done. That kind of drive and focus on the business is relatively common with entrepreneurs in high-tech startups. And it's the mark of a great manager who *will* find success, that's for sure.

Hopefully You agreed (answered Yes) with most of the 10, if not that is ok, as now you are better prepared and have a new perspective. Steve Tobak, is just one of many consultants, like Peter Drucker, John C. Maxwell, or Warren Bennis who have formulated their theories and perspective on Management and Leadership.

Steve Tobak is a consultant and former high-tech senior executive. He's managing partner of [Invisor Consulting](http://www.invisorconsulting.com), a management consulting and business strategy firm.

Submitted by Bill Mahaffey National Director (NMA 2004 National Chairman)





NMA Calendar 2012

April

- 1 Palm Sunday
- 3 Board Meeting
- 6 Good Friday
- 6 Passover begins (first Seder night)
- 8 Easter Sunday
- 15 Orthodox Easter
- 17 Seminar—*Dealing with Grouches II*
- 19 Member Meeting Tentative—
Speaker Jen Morrill, Healthy Columbus
- 25 Spring Benefits Fair



May

- 13 Board Meeting
- 16 Member Lunch Meeting—*Speaker Gary Cavin*



The NMA Leadership Model



Derived from a similar model in *Results Based Leadership* by Ulrich, Zenger, & Smallwood.

NMA-Lighthouse Puzzles

February Puzzle Solution

BE WHO YOU ARE AND SAY WHAT YOU FEEL, BECAUSE THOSE WHO MIND DON'T MATTER AND THOSE WHO MATTER DON'T MIND. - Theodor Geisel (Dr. Seuss)



March Puzzle

This puzzle is a cross between logic problems and mathematical puzzles. Determine what values the variables are equal to, using the rules of the game and the given clues. The rules are: (1) all the variables are equal to integer values between one and the number of variables in the puzzle, and (2) none of the variables are equal to each other. For example, if there are six variables, each will equal a number from 1 to 6. Since no variable equals another, all six values will be used.

The grid below can be used to help solve the puzzle. Mark each square "T" (True) or "F" (False) as appropriate until all squares are filled.

	1	2	3	4	5	6	
A							A = ___
B							B = ___
C							C = ___
D							D = ___
E							E = ___
F							F = ___

$A > D$

$B + F = C$

$B + E = D$

$A < D + 2$

$E > F > B$

To enter the contest, solve the puzzle and email the solution to: NMA-Lighthouse@columbus.gov. The contest winner will be selected by random drawing from all correct entries at the next NMA meeting. Entries must be received by 5 PM April 13 to be considered.

What is NMA?

NMA The Leadership Development Organization is a professional association headquartered in Dayton, Ohio. The Association is a national not-for profit organization serving about 20,000 members worldwide.

NMA Code of Ethics

I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.

I will assume that all individuals want to do their best.

I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.

I will be guided in all my activities by truth, accuracy, fair dealing and good taste.

I will keep informed on the latest developments in techniques, equipment, and processes.

I will recommend or initiate methods to increase productivity and efficiency.

I will support efforts to strengthen the management profession through training and education.

I will help my associates reach personal and professional fulfillment.

I will earn and carefully guard my reputation for good moral character and good citizenship.

I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

I will recognize that leadership is a call to service

NMA Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

We believe in the highest standards of personal and organizational integrity and respect for the individual.

We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

We believe that individuals and organizations have a community and civic responsibility.

NMA Mission Statement

NMA creates leadership development products and opportunities that maximize the potential of our members, sponsoring organizations, and communities.



Chapter Leader Directory

NMA OFFICERS AND BOARD MEMBERS – JULY 2011-JUNE 2012

<u>Officers</u>	<u>Name</u>	<u>Office Phone</u>	<u>Email</u>
President	Bee Tolber	645-7496	vvtolber@columbus.gov
1st Vice President	Teresa Langer	645-4128	tlanger@columbus.gov
2nd Vice President	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Secretary	Amy Ackerson	645-8119	aackerson@columbus.gov
Treasurer	Debbie Ioia	645-6276	daioia@columbus.gov
Immediate Past President	Vonna Hayes	645-7505	vshayes@columbus.gov
National Director	Bill Mahaffey	645-7100	wtmahaffey@columbus.gov
<u>Board of Directors</u>			
At Large	Barb Crawford	645-8248	bcrawford1@columbus.gov
Development	VACANT		
Finance-Fleet	Terrell Spencer/2012	645-6133	tlspencer@columbus.gov
Public Safety - Chair	Lt. Terry Neal/2012	221-3132 x5480	tneal@columbus.gov
Public Service	VACANT		
Public Utilities	Cindy Fruth/2011	645-7304	cmfruth@columbus.gov
SWACO	Albert Iosue/2010	871-5100	albert.iosue@swaco.org
Technology	Greg Dukes/2011	645-6124	gadukes@columbus.gov
<u>Committees</u>			
Chapter Awards	Vonna Hayes	645-7505	vshayes@columbus.gov
Community Service	Jacqueline Kelley	645-5824	jkkelley@columbus.gov
Membership	Donna M. Garland	645-2217	dmgarland@columbus.gov
Programs	Laurie Richards	645-7330	lirichards@columbus.gov
Professional Development	Kathy Spatz	645-0487	kaspatz@columbus.gov
Public Relations	Sima Gellman	645-6161	sngellman@columbus.gov



The Lighthouse is published monthly by the Columbus Service Chapter of NMA, Sima Gellman, Editor; JP Blackwood, Jacque Kelley, Teresa Langer, Terry Neal, Kathy Spatz, Committee Members. Donna Garland, Vonna Hayes, Debbie Ioia, Jacque Kelley, Beth Fairman Kinney, Teresa Langer, Bill Mahaffey and Terry Neal contributed to this month's issue. Submit articles to: sngellman@columbus.gov or NMA-Lighthouse@columbus.gov.

