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FORECASTER EDITOR: Ray Rodriguez, ACForecaster@gmail.com, 248-496-2411

FORECASTER DELIVERY COORDINATOR: Kathy Williams 317-441-5995 & Pam Paige 480-236-6358

CALENDAR: MaryAnn Meljac, ACovecalendar@gmail.com, 727-798-0261

SUNSHINE LADY: Gay McPhee, andygaym@gmail.com, 267-614-1007

WELCOME COMMITTEE: Maryann Meljac, ACovecalendar@Gmail.com, 727-798-0261

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 Linda HoweSecretary, term through 2027..... linda.howe@americanacove.com
 George PaigeTreasurer, term through 2029..... george.paige@americanacove.com
 Kathy Laramée ..Director, term through 2028..... kathy.laramée@americanacove.com
 Bill MorettiDirector, term through 2028..... bill.moretti@americanacove.com
 Charles PughDirector, term through 2028..... chuck.pugh@americanacove.com
 Bob HardyDirector, term through 2027..... bob.hardy@americanacove.com

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 Chrissy Brush, Tracye Curran, Patricia Kokotek, Marneisha Harper,
 office@americanacove.com

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Manager's Message

By J.R. Lindstrom



Hello everyone, a lot of more good things are happening in Americana Cove. For the pool deck, we have a new water fountain that features a “hands-free” function for filling up water bottles. And, adjacent to the new water fountain is the ice maker. These features on the pool deck should help enhance our fun-living lifestyle at the pool. Along with the new pool artwork on the walls and the installation of 2-resort style umbrellas, the pool and pool deck looks simply amazing. Our residents and their guests will truly enjoy this wonderful amenity of Americana Cove.

Another major improvement that will bring a lot of happiness and comfort to our community is the remodeled billiard room. From top to bottom, this is a classy environment and the same quality as some high end billiard rooms I have played in. This is a treat for those who truly enjoy the game.

And finally, hurricane season is around the corner. Please make sure your homes and surrounding areas are free from loose debris and yard items stored properly. As a reminder, if you are traveling for some extended period of time this summer, please ask a friend or neighbor to check in on your home from time to time so that you can return with no unexpected surprises.

President's Report

By Philip A Quince

I would like to wish everyone a peaceful, safe, and enjoyable summer. Whether you are staying in the Cove and enjoying our pool and boating, or traveling and spending time with family and friends, I hope your summer is a wonderful one.



Several Board members are enjoying well-deserved time away during the month of May, and with no pressing matters requiring immediate attention, the Board has decided to forego our regular monthly meetings. We will resume meetings in June and continue to assess needs throughout the summer months.

On a personal note, I am also looking forward to some time away visiting with family and traveling with friends.

We look forward to welcoming our residents back in the fall and beginning another great year of “Living in the Cove.”

ACA News

By Cindy Rodriguez

The Burger Burns will resume in September.
Safe traveling to those who travel throughout the summer.



Announcements

Ray Rodriguez – Editor

Art Strong

June Showalter

Hello, fellow artists! I hope all are doing well. We've just had to say goodbye to our snowbird friends. We are going to miss you. It gets a bit quiet around here without you, mostly because it's too hot to go outside. Take us with you!



For the ones who stay, I am going to make good on my promise (threat?) and take over for Judy Daigle over the summer. There's no cost. Just bring in your supplies of paints (watercolors, acrylics, pastels, etc.) and canvas, brushes... I'll be posting my planned project on the Art Strong Facebook page, just like Judy does. Use my ideas or bring your own, as always.

I look forward to seeing everyone on Monday nights from 6-8 pm. It's a great way to get out of the house but NOT be outside in the heat. Have some fun, maybe bring a beverage, maybe go in the pool after, or just hang out with some great people in the Cove. See you Monday evening,

Veterans

Ron Miller

Here it is June and I only have one name on my list at the clubhouse. I know a lot of new people have moved in in the last few months. For the new people in the Cove, if you have served in the military and would like your name on the Cove's Wall of Honor, please place your name on the ACA's bulletin board at the clubhouse. Once I get six or more names, I then get the name plaques. Your name will be placed on the wall plaque. Please if you have served, please print your name and branch. For the new people! Please place any worn, torn, faded flags in the flag box at the westside entry door at the clubhouse. Then I will see that they are taken care of in the proper way. Please place a flag at you house, we are all American!



Hypnosis

Rosan Larizza

Hello everyone. We will not have a group hypnosis session in June or July. That said, there are many ways you can give self-care your priority even though there is no hypnosis session. Look online for a meditation you would enjoy that focuses on an issue you are dealing with and find a quiet moment to relax and listen to it.



I'll miss meeting with you! Take care, and stay cool if you can.

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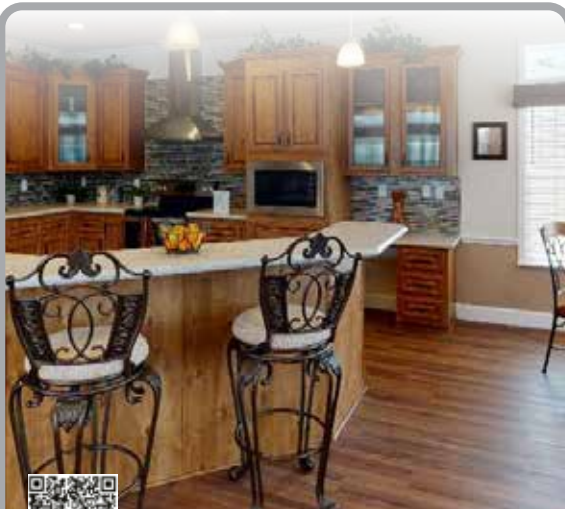
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Marketing Committee

The Marketing Committee is focused on defining next steps using what our consultant refers to as the Four Pillars of Success:

Discovery – Strengthening our Search Engine Optimization (SEO) foundation by implementing a Google-readable structure to improve search visibility for potential buyers considering communities like ours.

Conversion – Enhancing our front-facing pages by transforming the Home page from primarily informational to inspirational through updated photos, videos, and story-driven messaging.

Experience – Creating a cohesive “storyboard” that clearly conveys our lifestyle message: “We Are Living in the Cove.”

Momentum – Leveraging these materials across multiple social media platforms to maintain relevance and consistent engagement over time.

We look forward to sharing additional details as this work progresses.

View from the Gate

By Brad Coath

Greetings from the Gate. Wow ! June already ! Seems like a minute ago we were shivering through an unusually cold winter.

A few reminders from your Gate Staff; PLEASE remember to notify the gate when you are expecting visitors.

When leaving a phone message please provide your name, address, and the name of the person who will be arriving.

Rest assured that responding to your message is a priority for us and that we will not call you back.

It is not our responsibility to contact you when a guest arrives unannounced. If your guest cannot reach you by THEIR phone we cannot admit them.

Please advise your guests that they must present a drivers license to drive into our community. No exceptions can be made.

Lastly a couple reminders about the pool; PLEASE remember to lower your poolside umbrellas. Summer brings afternoon and evening thunderstorms and high winds that can and will damage an open umbrella. And lastly, our facilities including the gym and the pool are for the sole use of our residents. Your guests are welcome to enjoy them but you must accompany them.

Thanks so much for your support and my colleagues and I wish you all a wonderful summer season.





Welcome New Residents

By Mary Ann Meljac & Cindy Rodriguez

William Carter & Carolina Caprio-Pace
6803 Mt. Pleasant Road NE
Prev: Wilcox

Celinda Kerwood & Christopher Sainz
7202 Mt. Essex Drive NE
Prev: Scrimpsheer

John & Kimberly Moore
6823 Mt. Pleasant Road NE
Prev: Brown

JBS Properties of Pinellas LLC
7244 Mt. Fairfield Road NE
Prev: Foster

Christine Seiser
6707 Mt. Pleasant Road NE
Prev: Earley

Welcome

Sunshine Report

By Gay McPhee

Dearest Gentle Reader, Lady Rose Ferrari has done what many have attempted and all have failed to do: she has captured the elusive Queen of Hearts pot.

It was a spectacle that would make even the Queen herself blink in astonishment. The tension in the room was thicker than the fog over the Thames as the final card was chosen. When the Queen of Hearts revealed her face, it was not just a win; it was a revolution. Lady Rose was astonished, and had no idea, no preconceived notions about a number. "I'm short. I looked at the bottom of the board." Oh my! Lady Rose navigated the evening with the steady breath of a master player, proving that a Ferrari never settles for second place.



The Ton is divided between those offering their most sincere (and perhaps slightly envious) congratulations and those wondering exactly how such a windfall will be spent. Whatever the case, Lady Rose Ferrari has ensured that her name will be the first and last spoken at every tea table from here to St Augustine.

A truly magnificent haul, Lady Rose! Whether you spend it on diamonds or a fleet of horses, you have certainly given the Cove something to talk about for the rest of the year!

Sincerely, Lady Twinkledown

Congratulations and best wishes to those celebrating June birthdays and anniversaries.



HAPPY
Father's Day
—  —



June Birthdays:

6-01 Tony Kapkowski	06-08 Joseph Schiavone	06-16 Larry Lewis
06-01 Edward Lavoie	06-08 Martha Sutton	06-16 Scott Peacock
06-01 Nick Misciagna	06-09 Tom Donahue	06-17 Chris Whiteford
06-01 Robert Novak	06-10 Joe Gray	06-18 Jeff Haines
06-02 Mary Peterson	06-11 Eric LaRiviere	06-20 Bill West
06-05 Judy Howland	06-12 Mick Marckese	06-21 Mark Olson
06-05 Carol Risley	06-12 Dave McLaughlin	06-22 Charles L. Counselman III
06-06 Ted Meljac	06-12 Brent Russell	06-22 Dennis Deatherage
06-06 Don Stafford	06-13 Debbie Gottardi	06-23 Margie Codella
06-06 Stanley Pisarski	06-13 Steve Scrimsher	06-24 Michelle Pugh
06-06 John Smith	06-15 Gary Wolk	06-25 Phil Williams
06-07 Shirley Giaquinto	06-16 Sylvia Arenas	06-26 Michelle Schiavone
06-07 Mark Roche	06-16 Edna Bolin	06-30 Donna Willard



June Anniversaries:

06-02 Denise & Francis Shea	06-14 Lori & Dave Casey
06-04 Wanda & John Tyson	06-18 Sue & Paul Line
06-08 Fran & Jim Gordon	06-26 Kim & Edward Lavoie
06-11 Leanne & Michelle Love	06-28 Pete & Suzanne Gati
06-12 Janet & Ronald W. Miller	06-30 Ann & Philip Joseph



How are Realtors paid?

By Barefoot Realty Group, Brokerage Agent for Americana Cove

Since the National Association of Realtors commission settlement in August 2024, real estate commission structures have changed. The key changes follow:

- Listing agents can no longer advertise the commission rates for buyer agents on the Multiple Listing Service.
- Buyers must have a signed written agreement detailing compensation before touring homes. Barefoot Realty gives each potential buyer who views homes at Americana Cove a folder with a written statement outlining how commission is paid within the community and that it is negotiable.
- Generally, sellers still pay commission to buyer's agent; however, the commission is negotiated more often than in the past.

Have commissions been reduced? Buyer's agents usually request 3% from sellers for bringing the buyer. This has been the norm for years. Listing agents normally receive 2 to 3% for listing the property, depending on the listing agreement.

A strategy that a seller can do is to negotiate the commission for the buyer's agent when they are negotiating the price of the home, notes Broker Marty Pozgay. "If an agent represents a buyer who offers \$10,000 less for a home, then maybe the seller might negotiate that he will

...continued on page 14

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accept the offer but the buyer would need to pay for the agent’s commission.”

Sellers and buyers are much more aware of commission and the role it plays in a real estate transaction. “The lawsuit brought more transparency to real estate transactions and emphasizes that all commission can be negotiated,” explains Pozgay.

Boat Club

By Roxanne Noling



May 9th was our final meeting of the season. Also, our final meeting and Tiki Party with Pres, Deedra Triezenberg and Mike Nixon (and Tina), Secretary. Many, many Thanks for all the good times! Steve Wells will begin his term as President on June 1st, and Leanne Love will be our new Secretary. Thanks Steve and Leanne for stepping up!

The May Tiki party was a great time! The weather was hot, the pool was perfect, the drinks were refreshing, and DJ Ragdor did not disappoint! 106 members attended the poolside event. Thanks to all the volunteers that helped,

You always come through! Our new President needs the continued support of all of us as he begins his new role. Please be sure to take a turn and sign up to sell

50/50 tickets, as well as help with the bar! Sign-up sheets are on the Boat Club Bulletin Board.

There are no meetings during the summer months, only Tiki Parties. June 13th will be the next Tiki Party. NOTE NEW TIME 5-8pm. Entertainment will be provided by Steve Mullis.

Look for updates on our Facebook page and the Boat Club Bulletin Board.

See you at the Tiki!!!

Book Club

By Nan Krueger

We have two book clubs in The Cove. All residents are welcome to join and there are no dues.

Women’s Book Club selects from a wide variety of current books and meets the second Thursday of each month. During the summer months we do not have a specific selection. Instead we have a monthly chat. The women who attend, either in person or via email, discuss what they are currently reading.

All women residents are welcome to join. Our June meeting is on the 11th at 1:30 in the Library.

Classic Book Club is choosing books that we have currently defined as literature “meeting the test of time”. This group meets the second Wednesday of each month. We are currently reading **The Yearling** by Marjorie Kinnan Rawlings.

Our June meeting is on the 10th at 1:30 in the Library.

Members of both clubs are informed of upcoming selections via email, and there is a list posted in the Clubhouse that is updated as selections are made.

Happy reading! We hope to see you at one of our groups.



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Buddhism

By John Howell

Happy Summer Vacation!

We will spotlight some of H.H. The 14th Dalai Lama's most "Timely Quotes" in the coming month's articles, while John continues to rehabilitate from his injuries. May all be especially blessed who have sent their well wishes and kindest regards...much appreciated!



Cornhole Club

By Erika Fitch

Cornhole season has officially ended until fall. We will be taking a break for the whole summer. We will announce in the Forecaster when play will start back up for the fall season. The first month will be warm up for the season and then the regular season will start after that.

When we do begin to play in the fall it will be every Thursday evening at 6:30 p.m. in the clubhouse. Dues will remain \$10 for the season or \$2 a night if not a member. Members are given the first chance to play if we have more participants than boards.

At intermission we pick someone from tickets purchased, for a chance to play Air Mail to win a cash prize and at the end of the evening's regular cornhole session we also play Last Man Standing for another chance to win some cash. We also have a 50/50 drawing every week.

Enjoy your summer and hopefully we won't have too much hurricane activity!!

Call Doug or Debbie if you have any questions. (727) 366-4273.

Cue Club

By Patrick Stallone

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For More Information Call or Text Patrick Stallone (Men) @ 847-606-7562 or Phyllis Arkanoff (Women) @ 407-227-6352.

Look Forward To Meeting A Lot Of New Players.





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	1 Art Strong 6PM L	
7	8 Art Strong 6PM L	Marked 10:30A
14	15 Art Strong 6PM L	
21 First Day of Summer Father's Day	22 Art Strong 6PM L	
28 Sunday Night at the Movies 6PM GR	29 Art Strong 6PM L	

Americana Cove

Tuesday	Wednesday	Thursday	Friday	Saturday
2	3	4 Good Neighbor 1PM C Fines CMTE 7PM GR	5 Beer Friday 3PM GR Bingo 6PM C	6 Got It! 4PM A
9 ing CMTE AM GR	10 Classic Book Club 1:30PM L Board Workshop 9:30AM A	11 Women's Book Club 1:30PM L	12 Beer Friday 3PM GR Bingo 6PM C	13 Tiki Party 5-8PM C - Entertainment
16	17 Board of Dir Mtg 7PM C	18 Finance CMTE 10AM GR	19 Beer Friday 3PM GR Bingo 6PM C	20 Got It! 4PM A Astrology (Private) 12-3PM A
23	24 Town Hall 9:30AM C E-Voting Demo	25	26 Beer Friday 3PM GR DOUBLE Bingo 6PM C	27
30				31 June S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

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Weekly Calendar Repeats

AMERICANA COVE WEEKLY Calendar Repeats - Month: June 2026

Day	Event	Time		Location
Monday:	Walk Away the Pounds	8:00-9:00a.m.	Nov-April	C
	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Pool Exercises	9:00-10:15a.m.		
	Nickel Bingo	1:00pm	Year around	C
	Progressive Rummy	4:00p.m.	Year around	A
	Art Strong	6:00-8:00pm	Year around	L
	Cue Club-Men's	6:00p.m.	Nov-April	B
Tuesday:	Walk Away the Pounds	8:00-9:00a.m.	Nov-April	C
	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Pool Exercises	9:00-10:15a.m.		
	Shuffleboard Social League	10:30am -12:30pm	Year around	S
	Maj Jong	2:00pm	Year around	GR
	Progressive Rummy	4:00p.m.	Year around	A
	Men's Pool League	6:00 p.m.	Nov-April	B
Wednesday:	Walk Away the Pounds	8:00-9:00a.m..	Nov-April	C
	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Pool Exercises	9:00-10:15a.m.		
	Hand & Foot (cards)	1:00 p.m.	Year round	A
	Cue Club-Women's	6:00p.m.	Nov-April	B
	Board Games	3:00pm	Year round	A
	Texas Hold'em	6:30pm	Year round	A
	Rug Braiding	6:30p.m.	Nov-April	G
Thursday:	Walk Away the Pounds	8:00-9:00a.m.	Nov-April	C
	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Pool Exercises	9:00-10:15a.m.		
	Shuffleboard Social League	10:30am -12:30pm	Year around	S
	Dominoes	1:00pm	Nov-April	A
	Progressive Rummy	4:00pm	Year around	A
	Line Dancing	4:00pm	Nov-Mar	GR
	Cue Club-Men's	6:30p.m.	Nov-April	B
Friday:	Walk Away the Pounds	8:00-9:00a.m.	Nov-April	C
	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Pool Exercises	9:00-10:15a.m.		
	Beer Tasting	3:00-6:00pm	Year around	G
	Poker Pool	6:00p.m.	Year around	B
	Bingo	6:00p.m.	Year around	C
Saturday:	Lap Swim & Pool Walkers	8:00-9:00a.m.		
	Shuffleboard Hoss Collar	10:30am-12:30p.m.		S
Sunday:	Vespers Choir Rehearsal	3:30pm	Nov-April	A
	Bocce Ball Pick-up	11:00am-5:00pm	Nov-April	BC
	Summer Bocce	2:00pm	June-Oct	BC
	Vespers	4:45p.m.	Nov-April	A
	Pinochle	6:30p.m.	Nov-April	C
	Misc Cards	6:30p.m.	Year round	A



*A:	Atrium
C:	Clubhouse
L:	Library
S:	Shuffleboard Courts
B:	Billiards
G:	Game Room
BC:	Bocce Court



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Faith & Fellowship – Vespers

By Audrey Dox

So What's NEW? Faith & Fellowship SUMMER GATHERING is what's NEW! Beginning on Sunday, July 12, Faith & Fellowship will hold Summer Gatherings on Sundays at 4:45 in the Atrium. There will be weekly topics with Bible study and discussion and fellowship led by Bill West and Karen Nealman. Come join us for fellowship and discussion, all are welcome!



SAVE THE DATE: on Sunday, November 8, Faith & Fellowship will sponsor the annual WELCOME BACK DINNER. Look for more information as the date draws closer. This annual event has been a Cove tradition for over 60 years!

Beginning on November 15, Faith & Fellowship will embrace some different service formats. You can look forward to more Christian movie and pizza nights, more resident speaker nights and some new pot-luck supper gatherings with discussion and sharing. This schedule will include services in our traditional format as well with a rotation of guest speakers from outside the community.

As I enjoy many spectacular sunrises and sunsets here at the Cove, during a morning walk or evening bike ride, I am reminded of Psalm 113:3. "From the rising of the sun to its setting, the name of the LORD is to be praised." The rising of the sun is a recurring theme in the Bible, symbolizing God's faithfulness, the renewal of His mercies, and the constancy of His creation. It serves as a metaphor for hope, and the promise of a new beginning.

Landscape Committee

By Michelle Pugh and Erika Fitch

The Landscape Committee's last meeting for the season was held Monday, April 13th. Over the summer committee members will still be attending to the flower beds and new plantings throughout the park. Meetings will start back up again in September. The Landscape committee is still looking for someone to take over organizing and heading up the Christmas decorating committee for the park. If you are interested in this please contact Michelle Pugh at 727-215-0946.

We also would like to remind everyone that when you are walking your dogs near any of the flower beds in the park and especially Founders Park to please keep them from peeing on any of the plants. This does damage to the plants and they then have to be replaced. This work is all done by volunteer residents and it makes us sad that we have to replace things because of this. Please help to keep the Cove looking nice for your neighbors and yourself.

Just a reminder again from the Landscape Committee for all the new residents moving in. If you are planning on doing any landscape projects such as plantings, stone or pavers make sure that you get a landscape request form from the office or off the Cove website. You need to turn in what you plan to do before you start, so that approval can be given. If you do not do this there is a chance you will have to take it out at your expense. This can happen if approval can't be given for what you have done.

Enjoy your summer and here's hoping there is very little hurricane activity.



Line Dancing

By Audrey Dox



Hello Line Dancers,
Line Dancing will resume in October. We will be practicing in the GAME ROOM at 4:00 on THURSDAYS.

We will continue to practice many of our old favorites and learn new dances as well using YOUTUBE for instructions and practice. Many of our dances are choreographed on LineDanceDallas5 or Dirt Road Dancing.

Here are some samples for summer practice:

LineDanceDallas5 for Sweet Caroline, Gin & Tonic, We're Good to Go, Hoedown.

Dirt Road Dancing for Lonely Drum, Tush Push, Gives Me Shivers, A Bar Song.

Live Music

By Libby Hopkins

Live Music Group is on hiatus!!!! Our performances have ended as we head into the summer months. Thank you to all who attended our shows throughout the season. We had wonderful audiences! We had a lot of fun with you and with each other, and we thank you again so much for supporting the Live Music Group program during the year.

We would like to thank those folks who attended the Memorial Day Program honoring our deceased Veterans. It is greatly appreciated!

Live Music Group members are traveling on vacation and to homes in the north; some have gone to other states to see family and friends. Many of us are staying right here, to enjoy the pool and summer events at Americana Cove.

Again, we are grateful for your patronage! We will return to entertain you in October.

Have a safe, relaxing and enjoyable summer!!

Claire, Cheryl, Al, Karen, Ed, Kathy L, Joan, Jony, Wally, Kathy S, Duane, Judy, Sandy, Phyllis, Carol F, Carol S, Gay, Andy, and Libby



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Shuffleboard Club

By Ron Miller

I've just been elected to President of the Coves Shuffleboard Club. Our club is one of the few clubs that play all year round. On Tuesday and Thursday and Saturday we play at 10:30 in the mornings.



Anyone can come and play, it's free. The Club has two teams during the winter months that travels to other parks and play. One team is the Nova team the other is Blue Sky, Nova is mainly the beginners and the Blue Sky is for the more advanced. Each team is always looking for new people.

So if you would like to play and have some free time come out to the courts and learn about the game. It's a lot of fun. Maybe sometime in June I will have a night time BYOB fun night. I'll talk in over with the other members and try to come out with a night most likely 7-9pm. Keep your eye on Facebook and the info board at gate. Hope to see ya!

Swim Exercise

By Nancy Olson

Hello from Wisconsin! Mark and I are back north as well as most snowbirds! Swim exercise is now formally on their summer school schedule. Here is a review of the schedule:

Class is Monday through Saturday and starts promptly at 8:57am with announcements.

While I am gone your leader team is: Maureen, Terry, Jane and Gary. Couldn't have class without them. They also take some vacation during the summer and continue to run the class and don't skip a beat during the summer. THANK YOU all!

Audio tapes will be used. Oldies will be on special requests. Please get your request in 3 days prior to when you want them. It does take time to set up and download the music

There will be no extra 20 minute days until I get back in late September.

Items of interest:

June 1 starts hurricane/tropical storm season. Please be sure to check our group page, "Americana Cove Water Fitness Group" on a daily basis. Weather is monitored everyday and if the class needs to be cancelled our goal is to post by 8:30am.

We have had several new full time residents as well as full time residents who have joined the group. We welcome each and everyone of you!

Have a safe and great summer!





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ACROSS

1. Bother
5. Start
10. Not us
14. Decorative case
15. Sporting venue
16. Part portrayed
17. Passing from place to place
19. Celtic language
20. Mesh
21. Metric unit of length
22. Beginning
23. Vibrating effect
25. Avoid
27. Hog's home
28. Cow milkers
31. Master of ceremonies
34. Not solids nor liquids
35. Anger
36. Nonclerical
37. Reveals
38. Make a sweater
39. 54 in Roman numerals
40. Satisfies
41. Chomps
42. Slandered
44. Encountered
45. Reluctant
46. In a constricted manner
50. Decree
52. Drama set to classical music
54. Hasten
55. Fluid escape
56. Warranties
58. Ruination
59. Utilizing
60. Desire
61. Formerly (archaic)
62. On edge
63. Stinging insects

DOWN

1. False move
2. Absolute
3. Hotel apartment
4. Transgression
5. Scarcely
6. Muse of poetry
7. Heredity unit
8. Becomes larger
9. No
10. Voguish
11. Wild bergamot
12. Otherwise
13. Encounter
18. Overact
22. Paddles
24. Milliseconds
26. Contends
28. Took a chance
29. One of the Great Lakes
30. Trawling equipment
31. L L L L
32. Cripple
33. Non-military people
34. Castle entrance
37. Thai currency
38. Friends and acquaintances
40. "Go away!"
41. Started
43. Missile
44. Illusion
46. Sea swallows
47. Thither
48. Feudal lord
49. Affirmatives
50. River to the North Sea
51. Darling
53. Hurt
56. Destroy the interior of
57. Vat



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Then in 1994 Gordon Bethune stepped in. Instead of running around willy-nilly trying to stamp out the various raging fires, Bethune took a step back to return to the basics. He identified Continental's key goals so that employees' efforts would be concentrated on them rather than diffused by the disaster of the moment. One of his areas of focus was creating a corporate culture. Without the commitment of the employees, the other goals would be impossible.

Drawing on the organization's history of excellence in service, he rallied the workforce. Bethune discovered that the employees weren't bad—they just worked in a dysfunctional organization. So they were quick to get behind his new leadership.

Senior management was a different story. Bethune knew he had to make wholesale changes, and that meant getting rid of the bureaucracy. In a couple of months, Bethune and his top executives replaced 50 of the company's 61 officers with 20 top-notch people.

The changes were dramatic. In one year's time, Continental went from being ranked the worst in customer satisfaction among major airlines to first.

The birth of 'excellence'

Tom Peters didn't exactly give birth to excellence, but he did establish the idea that companies can achieve excellence under the inspiration of a management guru—like himself.

It all began in the spring of 1978. John Larson of McKinsey's San Francisco office was set to give a presentation to a client. But his computer crashed and took with it his notes. He turned to another consultant, Tom Peters, to throw together a presentation that would satisfy the client.

Peters had just returned from traveling the world to compile research on best practices in business. Up until then, his research had been collecting dust after he had presented it to the McKinsey powers that be. With an opportunity to present his findings again, Peters gathered his data. In search of a sexy title to give his presentation, Peters came up with "Excellence." It was a hit.

Eventually, Peters edited the material into a manuscript. Continuing with the idea of excellence, he titled the book *The Secrets of Excellence*. But the title didn't fly with the McKinsey folks, who feared that clients would think the company was selling the secrets of client operations. In 1982, Peters and co-author Robert Waterman renamed it the more politically astute *In Search of Excellence*. And thus was excellence born.



June Word Search



above
already
attest
bound
clever
cling
delay

direction
enemy
extend
flown
fundamental
hasty

impact
important
incompetent
journalism
mice
midnight

moron
nail
polo
prepare
right
senate

share
siren
stalk
sweet
tower
tribe
water



Mix these ingredients for cultural creativity

Do you want to nurture a culture of creativity in your organization? Try to build in these essential ingredients:

- **Curiosity.** Ask people questions that challenge the conventional wisdom. Encourage them to stretch boundaries and take chances on new opportunities.
- **Emotion.** People who love what they do are better at generating new ideas about their work. Hire and support people who show a real enthusiasm for your organization and its mission.
- **Tolerance.** People won't suggest ideas if they're afraid of being punished for failure. Encourage risk taking by showing forgiveness when things don't work out, as long as people are giving their best efforts.
- **Direction.** A clear sense of what you want to achieve will help people focus their ideas. Have a concrete mission statement that tells everyone what you're trying to do, why it's important, and how it will benefit everyone.



What do the instructions say? Creativity expert

Yoram Solomon often conducts workshops that teach people to approach problems with an open mind. In one exercise (recounted on the Inc. magazine website), he asks participants to build a structure out of a sheet of paper. Some cut the paper into smaller pieces, although his instructions don't specifically say they can.

Once everyone is finished, Solomon asks, "Did the instructions allow you to cut the paper?" Most believe they've done something wrong. But one person usually pipes up with, "You didn't say we couldn't, either."

"To be creative," Solomon points out, "don't assume restrictions that don't really exist."

Quote

Imagination is the beginning of creation. You imagine what you desire, you will what you imagine, and at last, you create what you will.

—George Bernard Shaw

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Beware these creativity myths

Creativity can seem magical and mysterious, but you shouldn't make assumptions that can hold your imagination back. Watch out for these misconceptions that can impede your efforts to find innovative ideas and solutions:

- **The “eureka” moment.** Many people believe that creativity is a sudden flash of insight. More often it's the result of research and persistence, immersing yourself in a subject, and then building on what you learn.
- **Inborn creativity.** You aren't necessarily born with the ability—or inability—to think creatively. You can learn the knack by asking questions, looking at things in new ways, and challenging the status quo.
- **Uniqueness.** Good ideas don't always spring from something new. Often the best ideas and solutions come from combining separate elements in different ways.
- **Lone wolves.** The stereotype of the genius working alone in an office or laboratory is misleading at best. Although some mavericks do produce good ideas totally on their own, many of the best ideas and solutions are the result of collaboration by smart, motivated people.
- **Brainstorming.** Brainstorming sessions can produce results if they're focused on a specific issue. If it's just a free-form session of throwing ideas around, chances are you won't generate practical solutions. Keep the discussion centered on the problem you're trying to solve.
- **No limits.** Creativity may seem to thrive on the concept of thinking beyond boundaries. In reality, constraints can force your thinking in the right direction. Try setting some limits to what you want to create—size, budget, deadlines—and see how that helps focus your imagination.

Quote

Curiosity about life in all of its aspects, I think, is still the secret of great creative people.

—Leo Burnett



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-Monthly Media Staff

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