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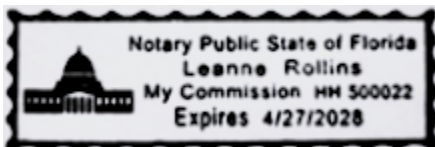
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Orlando Sentinel **EXTRA**

ORANGE & SEMINOLE

PEDESTAL PROBLEM

Considering these questions can move you closer to the confident leader you're meant to be

By Kelli Thompson
Fast Company

Have you ever opened a container of Crisco and proceeded to slather it all over your body? I have, in summer 1992. I was just exiting sixth grade, and my friend was over for an afternoon of suntanning. When I reached for the brown bottle of suntan lotion, my friend stopped me, "Let's go look for your mom's Crisco." "Crisco???" I said. "Yes, it's how my older sister gets so tan."

Although I was suspicious that vegetable shortening was good for my skin, I silenced my doubts when I pictured her older sister in my mind — she was gorgeous, popular and bronze.

From a young age, we have an immature relationship with authority. Psychologists call this authority bias, which means we are more influenced by the opinions and judgments of perceived authority figures. This can lead us to accept information or follow instructions without critically evaluating the content.

In middle school, this meant that I put high schoolers on the pedestal of perfection. But sadly, we never really outgrow this. It reared its ugly head again when I found myself in corporate America, sitting in a windowless gray

conference room, in one of those all-day meetings. I felt like the conversation was going in circles, and we kept hearing from the same voices. Frustrated, I wondered why other people, especially the women in the room, weren't speaking up. And then I realized that I wasn't speaking up either.

I silenced my ideas because I was intimidated by the HiPPo in the room: the highest-paid person's opinion. Looking back now, I realize that I had a big problem: what I now call a Pedestal Problem.

Have you ever put someone on a pedestal, because they had a higher title, more experience or even more charisma than you? Did you think they knew best and therefore, your ideas, questions or insights didn't matter? Or, there was no room for your expertise? I did, for years. And it held me back from being a more confident, impactful leader.

In my current work as an executive coach and speaker, which includes hundreds of conversations with leaders, I learned that the pedestal problem interrupts the connection we have with ourselves. When we put other people on a pedestal, we assume they know better than us, and we should silence our ideas and insights to get along. We stop listening to our inner knowledge or trusting ourselves. Books are left unwritten, status

quos unchanged, products undeveloped and cultures mediocre.

In contrast, when people put us on a pedestal, we can develop an inflated ego and never get good feedback, as people are too intimidated to share concerns or ideas with us. Putting others on a pedestal super-humanizes leaders, which actually dehumanizes them. Teams withhold concerns and feedback that leaders need. Research from Visier (2025) shows that nearly half (46%) of employees admit to withholding honest feedback at work.

If you relate to any of this, it may be time to pull the pedestal. Instead of giving you advice (which tends to age as well as sunscreen recommendations from the 1900s), here are some questions to consider to move you closer to the confident leader you are meant to become.

RECONNECT WITH YOURSELF

I spent 12 years at a company that practically raised me. Around year nine, I started to think about leaving. But in our area, the bank had a great reputation, as both a business and an employer. While ruminating over my decision, I spoke to colleagues and friends, many of whom had years more experience than I did. Almost everyone urged me to stick it out, with some senior leaders in the bank even sharing that they "had tough periods too, but it always passed." Reconnecting with myself meant recognizing that — at the end of the day — this job didn't align with my values.

In spite of what others advised, I enjoyed creativity, and a highly regulated bank was a mismatch for this.

Ultimately, I decided to leave and found a new job that aligned strongly with my values.

Ask yourself: Does this advice, person or situation align with my values and what I stand for? Because if I don't know what I stand for, what will I settle for?

EQUAL CONNECTION

When we meet people more senior than us, we often shrink and hold back on ideas. To establish equal connection, I had to identify how my doubts and lack of confidence kept me more silent than I needed to be. And then, I started to explore what experiences, talents or points of view only I can bring to the world, my work or this meeting. In my work coaching executive leaders now, it's not uncommon that I feel intimidated by the prospect of consulting with a CEO for a company that I admire. However, to establish equal connection, I remind myself that I am not there to have their level of expertise or have all the answers or questions. Instead, my unique talents and contributions lie in my ability to hold space, ask the right questions and get them thinking about things in different ways.

Ask yourself: What experiences, talents or points of view can only I bring to the world, my work or this meeting? Owning our

Turn to Pedestal, Page 2

Sit down now to calculate and take your RMD



Terry Savage
The Savage Truth

Time flies — and never so quickly as we approach the annual deadline for taking required minimum distributions (RMD) from traditional IRAs and 401(k) and 403(b) plans.

With more boomers reaching age 73 each year, it's worth reviewing the rules. And even more importantly, it's worth sitting down right now to calculate and take your RMD, so you don't get caught in the year-end crunch.

If you reached age 73 this calendar year, or reached that age in previous years, the government wants its tax dollars! While your retirement funds grew tax-deferred over many years, the law requires you to take an annual distribution from your retirement account — and pay the taxes!

The formula is based on your age and the total amount of money in your tax-deferred retirement accounts at the end of last year — 2024. That's why I always recommend you keep your year-end statements from the previous year, and do the calculations for your RMD in January — even though

you have until the end of the year to actually take the distribution.

A good online calculator can be found at www.calculator.net/rmd-calculator.

Here's a checklist of things to keep in mind as you calculate and take your RMD.

You must total up the value of all your traditional IRAs as of year-end 2024 to start the calculation process. (Roth IRAs do not require RMDs.)

But after doing the calculation, you can take the money out of any one, or more, of your IRAs — as long as you withdraw the correct total amount.

If you have old 401(k)s, you must take a separate RMD from each of them, so do not include them in your IRA RMD calculation. That's one reason you should roll those old 401(k) plans into a rollover IRA. But you must take this year's RMD before you do a rollover.

A special exception: If you are still working for the company, you are not required to take a distribution from that 401(k) plan, but you must take RMDs from other accounts.

If this is your first RMD, having reached age 73 in

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PUBLIC NOTICE

Seminole County Affordable Housing Advisory Committee
Notice of Public Hearing and Request for Public Comment on the FY2024-25 Affordable Housing Incentive Report

In accordance with Florida Statutes 420.9076 (5), Seminole County Affordable Housing Advisory Committee (AHAC) must prepare an annual Affordable Housing Incentive Report, which recommended incentives to be offered by Seminole County for developers to encourage affordable housing production. During the October 16, 2025 AHAC meeting, the committee discussed the draft FY2024-25 Affordable Housing Incentives Report, which details current incentives available to developers, along with other incentive recommendations for future consideration by the Board of County Commissioners.

The Community Services Department is now seeking public comments on the FY2024-25 Affordable Housing Incentives Report. The Report is available for public review on the Community Services Department website www.seminolecountyfl.gov/departments-services/community-services beginning November 16, 2025, through December 3, 2025. The public may also review the report in person at the Community Services office, Monday - Friday, 8 a.m. to 4 p.m. at the address listed below. Please forward comments via email to Bonnye Deese, Community Services Projects Administrator at bdeese@seminolecountyfl.gov. Comments may also be sent via regular mail to 520 W. Lake Mary Blvd., Suite 100, Sanford, FL 32773, Attention, Bonnye Deese.

The community is also invited to attend the Public Hearing of the final Report and offer comments. The meeting will be held on November 20, 2025 at 2 p.m. at 520 W. Lake Mary Blvd., Suite 100, Sanford, FL 32773. A link to attend the Public Hearing virtually can be found at www.seminolecountyfl.gov/departments-services/community-services. The final report will be presented to the Board of County Commissioners for approval during the December 9, 2025 Board Meeting.

PERSONS WITH DISABILITIES NEEDING ASSISTANCE SHOULD CONTACT THE HUMAN RESOURCES DEPARTMENT ADA COORDINATOR 48 HOURS IN ADVANCE OF THE CLOSE OF THE PUBLIC COMMENT PERIOD AT (407) 665-7940. FOR HEARING IMPAIRED INDIVIDUALS, THE FLORIDA RELAY NUMBER IS 1-800- 955-8771.