



INTERAGENCY CONNECTION

215 Dean A. McGee, Suite 153, Oklahoma City, OK 73102

<http://www.oklahoma.feb.gov/>

(405) 231-4167

Chair's Corner



This year has passed so quickly! We are approaching the end of the fiscal year and one year of my service as Chairperson to the Oklahoma Federal Executive Board (FEB)!

I am honored to enter into the second fiscal year as

Chairperson to be part of the many things in which our FEB is involved. And I appreciate Kevin Donovan's agreement to serve a second year as Vice-Chair and continue to serve as our FEB's backup, working with the State Department of Health to support our "Push Partner Program" to ensure medications are received to distribute to federal employees and their families in the event of a medical emergency!

Our FEB has the unique distinction to be involved in the *National Mentoring Hub* to provide a "field perspective" to this national initiative. In the collaborative fashion that we accomplish everything else, many are involved. I want to thank Dr. Daniel Moriassi, currently detailed to the Oklahoma FEB Office from the USDA Agriculture Research Service in El Reno for including his fellow "Executive Potential Program" classmates in this effort. The additional perspectives, experience and ideas will make this a robust accomplishment for the numerous federal agencies, including the US Office of Personnel Management.

This month, the Federal work force will kick off our *Combined Federal Campaign*. Please consider taking advantage of this unique opportunity to support the organizations of your choice. The needs in our community and beyond are greater than ever and your participation can certainly make a difference.

In October, the last *Leadership FEB* forum will be hosted to conclude this year's class. Upon completion of this year's program, we will begin planning next year's schedule of agencies to visit during this prestigious leadership development opportunity.

In December, we will begin planning and coordinating the many moving parts of the *MyFreeTaxes* initiative to provide this opportunity for our federal employees and their family members who meet the criteria. Last year was the first year for us to participate and we garnered the most online submissions through our efforts of anyone in this geographic IRS region!

We will continue to provide support to the *Houston FEB* during this time they are without staff. Our Executive Director continues to provide situational weather updates, national initiative information, and other leadership notices to the federal agency leaders during this transitional time.

Be planning for our *Annual Awards Program!* Nominations will be due in February and the luncheon will be held next May! The package soliciting nominations will be distributed via email to the agency heads in January 2015.

As we enter into this next fiscal year, other initiatives/events will be planned and coordinated by our FEB based on funding, staffing levels, and the needs identified by agencies. I want to thank each of you for your support of our Federal Executive Board; the participation of our membership makes our FEB quite special!

Julie A. Gosdin
Julie Gosdin, Chairperson

<i>Inside Story</i>	<i>Pg</i>	<i>Inside Story</i>	<i>Pg</i>
Emergency Preparedness	2	Phased Retirement	7
Interagency Training	3	Say Right Thing	8
Negativity Rots Your Brain	4	TSP Allocation	9
Rise and Thrive	5	Upcoming Events	10
Preparathon Memo	6	Pre-Retirement session	11



Spotlighting Information in Public Service

Did you Know?

FEB Emergency Preparedness and Continuity of Operations Council

The Federal Executive Board established the Emergency Preparedness and COOP Council in 1997. The initial focus for this council was to provide Federal Agency leadership with needed support as they developed their agency emergency programs. In the beginning, the primary focus was on preparing the agency and employees for the initial response to any emergency or disaster situation that could potentially affect federal employees and agencies.

The Red Book, as it was labeled due to the color of the cover, was developed through the efforts of the many volunteers that make up the Emergency Preparedness and COOP Council. The Red Book provided the information agency leaders needed to prepare agency specific plans for responding to emergency events that could potentially affect their employees. This included events such as natural disasters, fires, hazardous materials, terrorism, etc. The Red Book also provided leadership with a variety of simple and quick checklists that could be used to prepare for any emergency and attracted National attention, with a front page article in the Federal Times, followed by numerous requests from various federal agencies located throughout the Nation.

Following the completion of the Red Book, the Council began to take on a new shape, as Continuity of Operations became a primary area of interest for all Federal Agencies. This followed a variety of major disasters affecting the ability of Federal Agencies to continue to perform essential functions. COOP has continued to be a primary area of interest for all Federal Agencies, and new Federal Guidance documents (FCD-1) were developed to guide the COOP planning and program development process.

The Council introduced itself to COOP as it sent four members from various agencies to a variety

of continuity training classes sponsored by FEMA. After receiving this initial training the Council began setting up training events in Oklahoma to help promulgate the COOP education process. Multiple training events have occurred over the last 10 years. The courses were only made possible by the generous volunteers and members of the FEB Emergency Preparedness and COOP council, who served to schedule and conduct the FEMA COOP train the trainer classes. The Council has averaged 2 FEMA training events each year since 2003 when FEMA/EMI developed the “Excellence Series” of training modules.

Along with essential training classes, the Council also continues to meet on a bimonthly basis to discuss various COOP and emergency planning challenges that members may be facing within their respective agency. This has allowed for the members to share potential solutions and lessons learned with one another when it is most relevant to each member. In turn, this has enhanced the ability of each participating agency to provide for the safety of its employees during the initial phases of an emergency as well as to continue essential functions in the aftermath of the emergency.

Finally, it should also be mentioned that this Council is not restrictive to Federal Agency participation. Local, State, and Tribal government representatives have also participated through the years. These representatives are also a vital piece of the Emergency Preparedness and COOP Council.

If you have an employee who is interested or would benefit from networking with others regarding Continuity, they can attend any of the meetings listed in our newsletter or contact the FEB Office, 405-231-4167 for additional information.



Inter-agency Training Council

Who are we?

The Inter-agency Training Council (ITC) is self-directed Council that operates under the auspices of the Oklahoma Federal Executive Board (FEB). Similar to the Emergency Preparedness Council, the ITC is comprised of federal, state, county, higher education, and local government agency employees.

What is our goal?

Our goal is to promote collaboration and cooperation with our members to help reduce training costs by providing cost-effective opportunities for training to government employees. The training enables employees to better serve customers to meet their needs.

How Often Do we Meet?

The ITC meets on the 3rd Wednesday of month to discuss the latest in opportunities in training and employee development. Members discuss changes in the latest training methods, practices and regulations. The information allows us to maximize training dollars by sharing resources, exchanging information and ideas among members, identify improvements in policies and procedures and explore practical solutions to training and development problems.

What does a regular meeting look like?

A typical monthly meeting is a short presentation by a Council member or invited instructor. Here are some of our training sessions from the past few years:

- Effective Communication
- Emergency Preparedness
- Defendant Offender Workforce Development Overview
- Social Security Benefits and Information online
- Changes in individual Income Tax laws
- Severe Weather Safety
- Technology in using Metro Library Resources
- Crucial Conversations
- Lean Six Sigma
- Generational Diversity

Our Council has been invaluable in a time of staff reductions and limited resources. The developed network of collaboration has proven to be beneficial to its member agencies. If you are in a training branch, and would like to join, contact ITC Chair Brad Grant at [405-325-2997](tel:405-325-2997) or bradford.n.grant@noaa.gov

EMPLOYEE TRAINING IS WORTH THE INVESTMENT

THE COST OF TURNOVER: A recent survey indicates that 40 per cent of employees who receive poor job training leave their positions within the first year. They cite the lack of skills training and development as the principal reason for moving on.

Consider the cost of turnover. With one fewer worker, your company's productivity slips. Sales decline. Your current staff members are required to work more hours. Morale may suffer. To find a replacement, you spend time screening and interviewing applicants. Once you hire someone, you need to train that person. The cost of staff turnover adds up. Figures vary, but it can cost as much as \$2,500, depending on the position, to replace a frontline employee. That is a hefty price to pay for not training staff.

Full article at: <https://www.go2hr.ca/articles/employee-training-worth-investment>



How Negativity and Complaining Literally Rot Your Brain

By Dr. Travis Bradberry, August 2012

Rodent studies have long shown that stress can have a lasting, negative impact on the brain. Exposure to even a few days of stress compromises the effectiveness of the neurons in the hippocampus—an important area of the brain responsible for reasoning and memory. Weeks of stress cause reversible damage to neuronal dendrites (the small “arms” that neurons use to communicate with each other), and months of stress can permanently destroy neurons.

Evidence of the same effect in humans has long been scant. However, recent improvements in MRI resolution mean scientists can now see the same effects of stress in people. Stress is a formidable threat for those of us who want to think clearly, reason effectively, and have a decent memory.

Most sources of stress are easy to identify. If your non-profit is waiting to land a grant that your organization needs to function, or you are working on the biggest project of your career, you’re bound to feel stress, but the unexpected sources of stress are the ones that can take you by surprise and harm your brain. Recent research from the Department of Biological and Clinical Psychology at Friedrich Schiller University in Germany found that exposure to negative emotional stimuli—the same kind of exposure you get in the presence of complainers and otherwise negative people—caused subjects’ brains to have the same emotional reactions that they experienced when stressed. Your brain gets sucked into a negative emotional state when exposed to negative people, and—just like a stress response—the longer you endure this state the worse it is for your brain.

Since stress and negativity lurk everywhere, use the following strategies to help protect your brain.

1. Set Limits with Complainers Complainers are bad news because they wallow in their problems and fail to focus on solutions. They want people to join their pity party so that they can feel better about themselves. People often feel pressure to listen to complainers because they don’t want to be seen as callous or rude, but there’s a fine line between lending a sympathetic ear and getting sucked into their negative emotional spiral. You can avoid this only by setting limits and distancing yourself when necessary. Think of it this way: if the complainer were smoking, would you sit there all afternoon inhaling the second-hand smoke? You’d distance yourself, and you should do the same with complainers. A great way to set limits is to ask

complainers how they intend to fix the problem. They will either quiet down or redirect the conversation in a productive direction.

2. Squash the Negative Self-Talk Sometimes you absorb the negativity of other people, and other times you create it for yourself. There’s nothing wrong with feeling bad about something, but your self-talk (the thoughts you have about your feelings) can either magnify the negativity or help you move past it. Negative self-talk is unrealistic, unnecessary, and self-defeating. It sends you into a downward emotional spiral that is difficult to pull out of. You should avoid negative self-talk at all costs. Be wary of the following two types of negative self-talk in particular and try the alternatives:

- Turn *I always* or *I never* into *just this time* or *sometimes*. Your actions are unique to that particular situation, no matter how often you think you mess up. Make certain your thoughts follow suit. When you start treating each situation as its own animal and stop beating yourself up over every mistake, you’ll stop making your problems bigger than they really are.
- Replace judgmental statements like *I’m an idiot* with factual ones like *I made a mistake*. Thoughts that attach a permanent label to you leave no room for improvement. Factual statements are objective and situational, and help you focus on what you can change.

3. Quit Focusing on Problems—Focus on Solutions Where you focus your attention determines your emotional state. When you fixate on the problems you’re facing, you create and prolong negative emotions and stress. When you focus on actions to better yourself and your circumstances, you create a sense of personal efficacy that produces positive emotions.

4. Get Some Sleep A good night’s sleep makes you more positive, creative, and proactive in your approach to problems. Being well rested helps you deal with your own negativity, and gives you the perspective you need to set limits with complainers and negative people.

There’s a reason the squeaky wheel gets the grease—complainers are hard to ignore. Whether you or they are the source of your stress, apply the strategies above, and you’ll remove the power that complaining and negativity hold over you.



HOW TO RISE AND THRIVE THROUGH PRESSING PROBLEMS

Two dangers during pressing problems:

- People-development at the expense of high standards and solutions.
- Problem-solving at the expense of motivation and relationships.

Development and solutions:

Leaders who get lost in people-development are satisfied with making progress, even when things are going wrong *again*.

Leaders who get lost in problem-solving are satisfied with solutions regardless of the people-cost.

The U.S. Office of Personnel Management (OPM) and the University of Maryland University College (UMUC) signed a first-of-its-kind agreement to provide a 25% discount on out-of-state tuition rates on courses, certificates, and degree programs to all current Federal employees, spouses, and their legal dependents.

The alliance gives federal employees, their spouses, and dependents worldwide access to UMUC's career-relevant undergraduate and graduate programs.

Here's what it means:

- Through the alliance, UMUC is offering substantial savings—a 25% discount on out-of-state tuition* and a waiver of its application fee—on most degree and certificate** programs. Spouses and dependents of employees are also eligible for the reduced rates.
- Participants have access to comprehensive student services—including round-the-clock library and technical assistance, tutoring, and more.
- UMUC advisors are ready to help you every step of the way. They can review prior learning, work experience, or military training for potential college credit, and they can work with each participant to explore eligibility for financial aid.

*Please visit www.umuc.edu/fedgov for program exclusions

**More information about certificates, including gainful employment disclosures, is available at www.umuc.edu/certificates.

1. You think it's a crisis, but unless someone is dying or the organization is going under, it's a learning experience.
2. Problem-solving develops people *as long as standards are high*.
3. Focus on solving pressing problems *and* developing people.
4. People are always central. The right people solve problems.
5. Honor behaviors you want repeated. Lift your head and watch how people respond when things go wrong. Honor behaviors that reflect resolve, resilience, and toughness.
6. Create accountability.
7. Establish deadlines.

Honor effort while working to eliminate problems *at the same time*.

See the full article at: <http://leadershipfreak.wordpress.com/2014/09/01/how-to-rise-and-thrive-through-pressing-problems/>



08/07/2014



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

From: Katherine Archuleta
Director

Subject: America's PrepareAthon! – Tuesday, September 30, 2014 – 2nd
Day of Action

Despite multiple campaigns and awareness efforts, a large percentage of Americans have not performed preparedness actions to increase their personal safety in the event of a disaster or emergency. "America's PrepareAthon!" builds on the Federal Emergency Management Agency's (FEMA) Ready Program, by adding a focused national call to action for individuals and organizations to take simple, specific actions to increase their preparedness for a potential disaster. FEMA's goal is to increase the number of citizens who understand the hazards most relevant to their community; know the corresponding protective actions, mitigation measures, and community plans; practice a real-time behavior to increase their preparedness; and contribute to whole community preparedness planning.

Our last day of action on April 30, 2014 was very successful. More than 5.1 million people, including many of you, participated in this event. FEMA has established Tuesday, September 30, 2014 as the 2nd national day of action. You can support this effort by engaging your colleagues in drills, group discussions, or exercises. Suggested themes include earthquakes, pandemics, hazardous materials, and winter weather.

Please forward this memo to your Emergency Management Staff for them to consider how your agency can best take part in this campaign. More information about America's PrepareAthon can be found at:

<http://www.community.fema.gov/connect.ti/AmericasPrepareathon>.

If you have any additional questions or concerns, please direct your questions to Sandra Hawthorn, Director, OPM Emergency Actions at (202) 606-5068 or Sandra.Hawthorn@opm.gov. Thank you very much for your support.

<http://www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=6359>



OPM DIRECTOR'S BLOG 7 AUG

Five Things To Know About Phased Retirement

Posted 11:47 AM by Katherine Archuleta

I'm happy to report that OPM today issued its final Phased Retirement regulations. I know that many agencies and Federal employees are eager to take advantage of this new, innovative alternative to traditional retirement.

I think that this new policy, once it is in effect, will meet the needs of employees while allowing managers to continue to tap into the experience, the wisdom and the judgment of our talented Federal workforce. Like any policy, it will come with many questions, so let me try to address some of them today.



Number One: What is it? Under Phased Retirement, a full-time employee will be able to work part-time and start collecting retirement benefits. Phased retirees must also spend 20 percent of their time mentoring their fellow employees as a way for them to pass on their knowledge and skills to their colleagues. OPM will begin accepting Phased Retirement applications on November 6.

Number Two: Who can participate? This is not a one-size-fits-all program. Whether you are eligible will depend on which retirement system you belong to and how many years of service you have.

Number Three: What do I do if I want to participate? If you are interested, the first thing to do is to talk to your manager and /or your Human Resources office to see if this is an option for you. Assuming you are eligible, you can fill out an application. Once your agency approves it, OPM will process it.

Number Four: How are my benefits handled during Phased Retirement?

Phased retirees will still get health benefits under the Federal Employee Health Benefits Program (FEHBP) and will still be enrolled in the Federal Employees' Group Life Insurance (FGLI) program. You and your agency will continue to pay the same shares of the premiums. But in the case of benefits such as pay and leave, a phased retiree will be treated like a part-time employee.

Number Five: If I am participating in Phased Retirement, what are my options to end Phased Retirement?

You and your agency will decide together how long you want to continue as a phased retiree, the timing of your full retirement and whether you want to ask to return to work full time.

Remember, if you think Phased Retirement is for you, talk to your manager. Many more details about the plan can be found on OPM.gov.

To me, this program is a win-win. Employees can design a smooth transition into the next phase of their lives, and agencies across government can get a head start on succession planning.

So I hope all Federal employees will review the details of this new program. Think about it. Talk with loved ones. And as always, thank you to all of our Federal employees for the work you do for the American people each and every day.

Final Rule:
<https://www.federalregister.gov/articles/2014/08/08/2014-18681/phased-retirement>



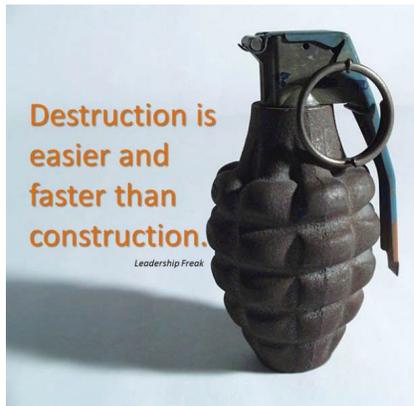
10 WAYS TO SAY THE RIGHT THING EVERY TIME

Taken from <http://leadershipfreak.wordpress.com/2014/08/29/10-ways-to-say-the-right-thing-every-time/>

Powerless is a myth. Something as simple as a raised eyebrow has the power to influence.

If leadership is influence, everyone leads. The issue is where.

Destruction is casual. Construction requires intention. When you remember that bad is five times stronger than good, the need to be intentionally positive is all the more necessary.



Tools:

Words are tools of influence. At the begin, you say things you need to say. As time passes, you learn to say what others need to hear.

Two:

It only takes two words to be a person of influence.

Two words that deflate:

1. You're screwed.
2. Who cares?
3. You lose.
4. Big deal.

Two words that move the agenda forward:

1. Why wait?
2. What's next?
3. What else?
4. Do it.

Two words when things go wrong:

1. It happens.
2. Forgive me.

3. Let go.
4. Don't quit.
5. I understand.
6. Move on.
7. I'm listening.

Two words when things go right:

1. Thank you.
2. Great job.
3. Love it.

Two words that challenge:

1. Reach higher.
2. Try again.
3. Go large.
4. Think again.

Everyone leads.

Words matter.

You influence.

Be intentional.

10 ways to saying the right thing every time:

1. Be soft when communication is hard.
2. Always speak to make things better.
3. Imagine you're the person you're speaking to.
4. Speak to older people like they're your parents.
5. Speak to younger people like they're your brothers and sisters.
6. Seek feedback on your communication style and effectiveness.
7. Practice important communications with trusted colleagues.
8. Dial back strong emotion.
9. Craft words that invite desired responses.
10. Exercise courtesy. Good manners matter most when you feel like ignoring them.



The ideal TSP allocation

Taken from Money Matters article in Federal times dated 8.11.14

If you had just enough money to pay your electric bill next month, would you gamble with it just for fun? Hold it in cash, and you'll enjoy another month of electrified living. Lose even part of it, and you'll be living in the dark for a while. If the sole purpose for that money is to pay for the electricity you'll need to live the life you want, why would you risk losing it to have a chance to win money you don't need?

Many investors don't understand the principles and techniques necessary to manage a retirement investment portfolio intelligently. Others are obsessed with making money for the sake of having more, regardless of any need. And some are out to prove that they are somehow better than the next guy. Whatever the reason, putting money that you'll need at risk to gain something you don't need, or won't ever use, is foolish. I see it in practice all the time. Investors who have more money than they'll ever need still feel compelled to take risk with it. Often, it seems as though they feel it's their responsibility to push that money into the stock or bond markets, and they feel guilty if they don't. I hear phrases like "That money should be put to work" or "I can't just let the money sit there, doing nothing." This isn't surprising given that incessant advertising messages have been telling them this since they were old enough to understand the message. In the temple of Wall Street, it's sacrilege to leave money in cash—particularly if it's not in a house account—and their prescription for every dollar you own is more risk.

Well, let me give you another perspective to consider. The goal of retirement investing is to safely fund the lifestyle you need or want—or at least as much of it as is possible. Notice that word "safely," which I interpret to mean "with minimum risk." What's the least risky place for your money? Cash, of course. And, for Thrift Savings Plan (TSP) investors, that means the G Fund. As is often the case, I'm going to propose that you adopt an idea that is directly opposed to anything you'll hear from Wall Street. The ideal portfolio is entirely in cash, particularly when that cash is positioned in the G Fund. The

argument I'm making applies to all portfolios and all cash, but it is particularly strong for TSP investors who have access to the G Fund. If you have accumulated all of the money you will need to fund your lifetime of financial goals, your portfolio should be invested entirely in cash—the G Fund for TSP accounts.

That's right: 100-percent G Fund. This recommendation applies whether you have enough now, or reach that point at some time in the future. Your goal as an investor is to be able to afford an all-cash investment portfolio. If you can do this, you have won the game. You can tip the dealer and go home, or move on to more fulfilling activities.

Investing in risky markets is like playing a game of poker. Only, you're playing against the best players on Earth. Yes, they're smarter than you—a lot smarter. They have virtually unlimited resources, skill and experience, and they are very motivated to do whatever they can get away with to win. They cheat all the time. You are the sucker at the table. You might win, but if you do it's only luck, and luck always changes. It might be that you have to play this game to survive or live the life you want, and that's a legitimate reason to play. But why would you risk losing your money to these sharks, if you had a choice? You shouldn't

Unlike the poker game, the markets put the odds slightly in your favor. They go up more than they go down. But, they bring with them the real chance to lose a lot of money fast—money that you might never have a chance to recover. Money that you might need to pay your bills later. You shouldn't take that risk unless you need to. If you can't afford to shelter all of your portfolio from the risk of loss, then protect what you can as you go. The idea is to invest only what needs to be invested to achieve your goals. Leave the rest, safe and sound, in the G Fund.

Article written by Mike Miles, Certified Financial Planner licensee and principal adviser for Variplan LLC, an independent fiduciary in Ashburn, VA.



Half-Day Pre-Retirement Training Seminar-2014



Be sure you are financially prepared to do all the things you've planned for your retirement!!

<p>CSRS session topics:</p> <ul style="list-style-type: none"> ➤ Overview of CSRS ➤ Survivor Benefit ➤ Voluntary Contribution Program ➤ Federal Employee Health & Life Insurance Programs ➤ Identity Theft Solutions ➤ Social Security ➤ Flexible Spending Accounts ➤ Annuity Calculation ➤ Thrift Savings Plan Allocation Strategies 	<p>FERS session topics:</p> <ul style="list-style-type: none"> ➤ Overview of FERS ➤ Survivor Benefit ➤ Voluntary Contribution Program ➤ Federal Employee Health & Life Insurance Programs ➤ Identity Theft Solutions ➤ Social Security ➤ Flexible Spending Accounts ➤ Annuity Calculation ➤ Thrift Savings Plan Allocation Strategies
---	---

- TIME:** 8:30am–11:30am OR 1:30pm-4:30pm (each day)
Registration will begin 30 minutes prior to the training
- LOCATION:** OKC Public Works Training Center, 3738 SW 15th Street, Oklahoma City
- COST:** No Cost
- I am registering for the CSRS session on Tuesday, October 28, 2014, 8:30 am-11:30 am
- I am registering for the CSRS session on Tuesday, October 28, 2014, 1:30 pm-4:30 pm
- I am registering for the FERS session on Wednesday, October 29, 2014, 8:30 am-11:30 am
- I am registering for the FERS session on Wednesday October 29, 2014, 1:30 pm-4:30 pm

Seating is limited to 50 per session. Once a session is filled, future registrants will be notified and provided the opportunity to be placed on a waiting list for the next Pre-Retirement session.

NAME(S): _____
List name of employee and spouse on same form

AGENCY: _____

ADDRESS: _____

PHONE: () _____ EMAIL: _____

Mail this registration form to: Oklahoma Federal Executive Board 215 Dean A. McGee, Suite 320 Oklahoma City, OK 73102	Email to: LeAnn.Jenkins@gsa.gov or Lisa.Smith-Longman@gsa.gov	Fax to: (405) 231-4165
--	--	---------------------------

Cancellation Policy: Understanding that unforeseen circumstances may preclude an individual from attending, substitute attendees are authorized and encouraged!



SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11 Leadership FEB	12	13
14	15 Agency Visits: Lawton	16	17 10:00 ITC mtg	18 10:00 Executive Policy Council mtg	19	20
21	22	23	24	25 2:00 Emgcy Prep	26	27
28	29	30		September 2014		

OKLAHOMA FEDERAL EXECUTIVE BOARD
 215 DEAN A. MCGEE AVENUE, STE 153
 OKLAHOMA CITY, OK 73102-3422
 OFFICIAL BUSINESS ONLY

We wish to thank the FAA Media Solutions Division for their monthly assistance in the duplication and distribution of this newsletter.