

WESTERNER

Omaha Works
April 1985



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On the cover

Good form is everything in the press brake area of the metal fabrication shop where George Coventry works. An employee in new Dept. 045, he forms brackets, one of many sheet metal parts made in the department. Coventry works in Building 50, formerly called the cable shop. Cable manufacturing still goes on there, but that's not all. For more about activities in Building 50, turn to stories that begin on Page 6.

WESTERNER

Linda Ryan, editor
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Cartoonist's pen is rarely still

When Don Ash was but a schoolboy, he was always getting into trouble because he would draw cartoons of his teacher instead of taking notes.

His propensity for cartoon illustration hasn't waned, now that he is married and the father of a young schoolboy himself. But fortunately, it doesn't seem to get him into trouble on the job as a packer in Dept. 444.

If anything, his talents have attracted the attention of his co-workers and prompt requests for illustrations on a variety of subjects.

Among the most notable are illustrations for the Omaha Works' Quality of Work Life

(QWL) circles. He has designed logos for 12 active circles, including Quality Circle No. 12 — the Block Busters — of which he is the assistant leader.

Ash also has done illustrations for a Quality of Work Life newsletter originating at the Omaha Works and circulated among AT&T locations with QWL programs, as well as designed several posters for the safety department.

And he's drawn an endless array of cartoons depicting life within his work environment, including caricatures he has given away to his co-workers. It's not unusual for Ash, a day-shift worker, to be up until 1 a.m.



with pen (or pencil) in hand.

The common thread in all of his creations is humor. Somewhat of a practical joker, Ash said he gets a kick out of "pulling something out of my head and visualizing it in an exaggerated way for a laugh — not for my own, but for the laughter of others."

For example, he designed the logo for Circle No. 4 — the Metal Manglers — featuring a leather-garbed brute who wears a xylophone across his chest. The macho figure is obviously into heavy metal — just like employees in the department represented by the circle, Dept. 429. The department makes FDI cabinets.

Ash's safety poster cautioning forklift drivers to carry no riders shows another aspect of his humor. A rider hangs by his mouth from one fork of the truck.

He's never had any formal training in art, but he remembers admiring the cartoon illustrations of Al Capp. Ash said he worked on developing his own cartoon style by going to the Westroads and watching shoppers, then drawing them.

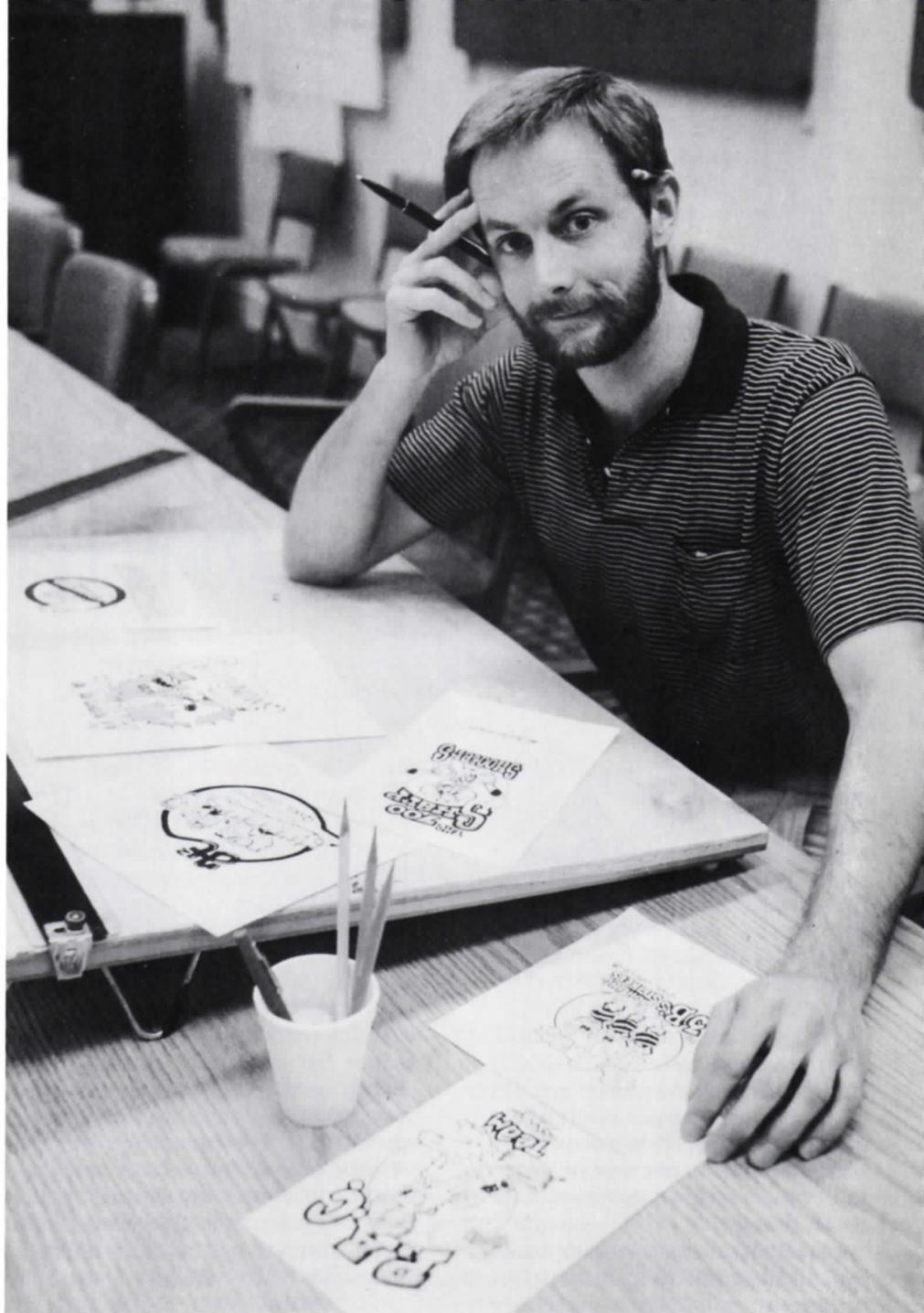
About 10 years ago, he began doing freelance illustrations while working full time in retail sales for building contractors.

"I did every possible cartoon of a contractor," he recalled, as well as illustrations for rock bands to use on T-shirts and signs. He's designed a logo for a local record company and other miscellaneous advertising. Somehow he fit in time to do paintings and perfect the process of sandblasting glass. The latter produces an etched-look design on mirrors and glass windows.

Since he began working at the Omaha Works in January of last year, he still devotes much of his spare time to his artwork. He carries a pad and pencil with him wherever he goes, but tries to limit his projects.

Ash said his family is supportive of his penchant for cartoon illustrations, although his wife "thinks I shouldn't be giving them away."

"I've developed the knack of drawing while carrying on



PORTRAIT OF AN ARTIST . . . If Don Ash is watching you, don't worry. He's just getting an idea for another cartoon.

conversations," he said, and he sets his pad aside during the summer long enough to coach a Little League team.

He's always dreamed about being a cartoonist by trade, but believes he's in an ideal situation now. His full-time job here allows him to support his family while letting him nurture his love for cartoon illustrating in his off hours.

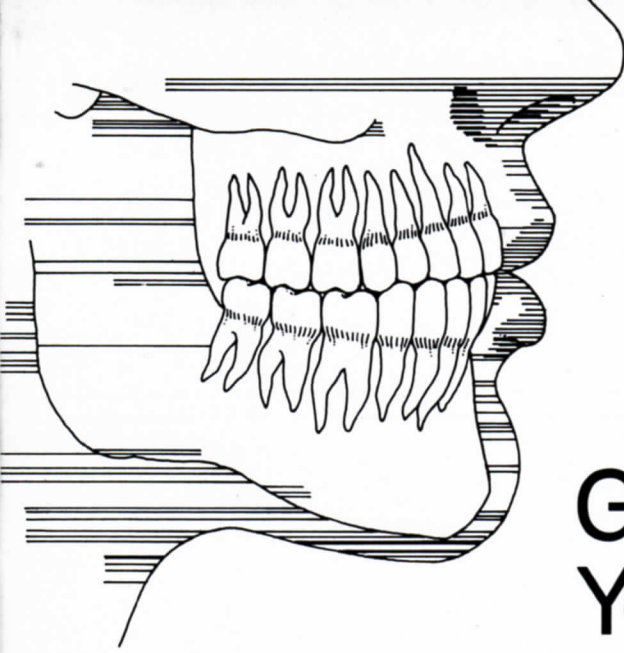
And working here has turned into an unexpected idea file.

"I try to illustrate my environment," he said, so he constantly

observes the people around him. In a plant this size he can note the characteristics of a wide variety of people — how they react in different situations — and combine them into three or four cartoon figures easily.

"Factory work is really inspiring for my cartooning," Ash said. "In fact, the human interest of the job is probably more meaningful to me than the job itself."

(This story was written in response to a "Free for the telling" idea submitted by Helen Plisek of Dept. 444.)



Gum disease: You may have it

The following is one in a series of articles about health as part of "Love-Life," a health education program developed by the Immanuel Medical Center.

Tooth decay. That's kid stuff, you say. For the most part, adults don't have to worry about cavities. But if you think you don't have to worry about brushing regularly and going to the dentist, you're wrong.

About two out of three middle-aged Americans are affected by a disease most of us don't even know exists: periodontal (gum) disease. More than 20 million Americans have lost their teeth because of periodontal disease. About 75 percent of all tooth loss after the age of 40 is because of gum disease, not tooth decay.

Periodontal disease is actually an infection of the gums. It oozes pus and dumps infection into the bloodstream just like an infection in your hand or foot. Besides the tooth loss it causes, periodontal disease affects the rest of your body just as any serious infection anywhere else would. It can put an extra strain on the heart and that could lead to heart disease.

One medical expert has estimated that a mouthful of infected gums has as much infection draining into the system as does an infected wound that is two-and-a-half by three inches.

Pink turns to red

The first symptoms of periodontal disease are reddening and

swelling of the normally pink gum tissue. There may be occasional bleeding. If ignored, the infection gets worse, creating pockets or gaps between the teeth and gums.

The gums separate from the teeth, the resulting pockets deepen and often pus forms inside. In the worst cases, the supporting fibers and bone which anchor the teeth are destroyed, and the teeth loosen and fall out.

It's hard to believe that anyone with an infected mouth would ignore the problem, but adults certainly do. Only about 4 percent of all visits to dentists are for gum treatment. Since periodontal disease isn't very painful or even bothersome in its early stages, most of us just forget about it — until it is too late to save our teeth.

Periodontal disease, like so many ailments we have, can be prevented easily with a little effort on our part. Good, consistent oral hygiene — the same daily brushing regimen we followed as children — is the best way to ensure that you will be the one out of three Americans who will not be bothered with infected gums.

Brushing important

By brushing regularly and using dental floss, we can avoid the effects of the three culprits behind periodontal disease — food debris, bacteria and tartar (hardened plaque).

Food particles left in the mouth begin to decompose or rot.

They can give off acids which affect the well-being of our teeth, and they supply bacteria with a good place to grow. Bacteria can cause infection and give off waste products which are part of a sticky film called plaque.

If plaque is not removed completely, it hardens into something called tartar, which only a dentist can remove by scraping it off of our teeth.

The best way to ensure good protection against periodontal disease is to brush at least twice a day — morning and night. Brushing after lunch is helpful, but many of us don't have the time or the place to do it.

Be thorough

Use a soft toothbrush and brush in a circular motion, making sure you get at the base of the teeth where they join the gums. Brush inside and out, making sure each tooth is cleaned. Brush your gums and your tongue, too. Millions and millions of bacteria gather there.

Use dental floss — food particles hide between your teeth and there is no way a brush can get them out.

And finally, see your dentist at least once a year. He can let you know if you have early symptoms of periodontal disease. A visit every six months is even better. If your gums feel swollen or don't look right to you, or if you suffer minor discomfort in the gum area, don't wait. Call your dentist for an examination.

Energy programs praised

The Omaha Works has been awarded the second annual J. M. Harding Award of Excellence by the Omaha Public Power District (OPPD).

At a luncheon last month, General Manager Jack Childs accepted the award which was presented in recognition of the Works' efficient and innovative use of energy.

OPPD's president and chief executive office, Bernard Reznicek, said the Works was selected in recognition of "the example the company is setting by its aggressive energy-related plant modifications and conservation programs."

Energy conservation has been an important part of the Works' operations since the plant first opened its doors more than 25 years ago. During the oil embargo in 1973, public awareness of potentially depleted energy resources intensified.

It was at that time that the Omaha Works began to step up its conservation efforts, forming an official energy conservation committee in 1976. The committee — consisting of management, shop operations, environmental and plant engineering personnel — continues to operate today. It has to its credit a long list of conservation measures in effect at the Works.

Among them is the switch from mercury vapor to high-pressure sodium lighting throughout the plant's buildings and grounds. The effect was to provide better lighting while using less energy.

Replacement motors and motors on new machinery must meet high efficiency standards. Weatherization programs to upgrade the plant's fresh air intake system have increased efficiency resulting in considerable energy savings.

In 1972, the average million

LIKE MAGIC . . . Beth Welte (Dept. 1722), who works in the computer room on the lower level, holds a special magnetic ID card to a reader box for admittance to the restricted area. The Works' energy management system provides security, too.



BTUs used per month was more than 84,000. By 1980, that number dropped to about 69,000 — almost an 18 percent reduction. In 1984, the average million BTUs per month fell to less than 66,000, more than a 5 percent reduction from 1980.

Some of the reduction in BTU usage has resulted from production changes, agreed occupational engineer Charles Petersen (Dept. 507), who engineers many of the Works' energy conservation efforts. But most of the reduction is the result of wise energy practices, he said.

He mentioned more recent conservation measures that have been introduced at the Works, including an "economizer" installed on one of the boilers in the boiler house.

Heat from the boiler's flue gas normally would escape into the atmosphere. The economizer directs the flue gas over tubes containing "feed water." The feed water is warmed by the heat from the flue gas and is thereby preheated for steam production. Feed water warmed in this way increases boiler efficiency by approximately 2 percent.

Another contributor to efficient

energy usage is an energy management system called Affirm III, a computerized system AT&T manufactures. The Works has adapted the system to suit its purposes.

The system is programmed to manage energy use in Building 50 by automatically turning on and off heating and exhaust systems. It's an expandable system and eventually will be used similarly in Building 30.

Affirm III monitors electrical power usage throughout the plant. It can tell how much electricity is being used in a certain area at any given time, and thereby help detect problem areas.

The system has a security feature, too, eliminating the need for keys for information systems employees who work in the plant's computer room. Employees now use magnetic cards they hold up to an electronic card reader. If their identification is correct and they are authorized to be in the computer room at that time, the door opens.

The energy management system is expected to save the Works more than an estimated \$100,000 per year.

**"These are the times
that try men's souls."**

Thomas Paine
Dec. 23, 1776

Thomas Paine was addressing the issue of the American Revolution when he wrote those words to the inhabitants of the Thirteen Colonies. He could just as well direct those words to employees of the Omaha Works today.

Paine was referring to the enormous challenges and overwhelming difficulties involved in establishing a new country under democratic rule.

We're not starting a new country at the Works, but the revamping of the bulk of our manufacturing operations is akin to starting from scratch.

While the dust has settled for the most part in Building 30, that's not the case in Building 50. As installation of new manufacturing facilities continues, fine tuning has begun on new product lines already in place. Meanwhile, Organization 200 gets a handle on problems and challenges it is facing.

On these and the following pages we take a look at some of the trials and triumphs in Building 50.

Getting a line on business

Your first clue that the old cable shop ain't what it used to be is apparent in the metal fabrication shop areas.

Gone are dingy grays and blacks of exchange cable sheathing line equipment. Instead, there is freshly painted machinery in tones of cream and dusty rose.

Cream and dusty rose? Ordinarily, you wouldn't expect such a pastel color scheme in a heavy industrial setting. But then, what's transpiring in our former cable shop is anything but ordinary these days.

The color scheme is just one way to make metal fabrication operations readily identifiable to anyone in the area. It also is symbolic of the Omaha Works' redefined approach to manufacturing.

"We're trying to structure it as a line of business," said George Parkerson who, as department

chief for Dept. 045, oversees the operating side of the metal fabrication business.

Three major lines

The idea of setting up a line of business at the Omaha Works — "a business within a business" — isn't restricted to just metal fabrication. The Works' manufacturing responsibilities are being restructured so there are three major lines of business: electronic cable and wire products, network distribution apparatus and metal fabrication.

Ideally, a line of business has its own manufacturing, engineering, inspection, storeroom and sales force operations, with no overlap of responsibilities. Each line of business basically is self-sufficient.

That approach still is being fine-tuned throughout the plant,



*TALK IT OVER . . .
Machine setter Irene
Liliekus and punch
press operator
Jim Orosco of Dept.
045 review produc-
tion schedules by the
NC (numerical
control) punch press
Orosco operates.*

noted Larry Bailey, who is engineering department chief for metal fabrication and planning (Dept. 051).

In the case of metal fabrication, the fine tuning covers a wide spectrum. It involves sheet metal products transferred here from the Kearny Works in New Jersey and the Hawthorne Works in Illinois, and Cosmic™ framework from Hawthorne.

Equipment from Kearny to manufacture sheet metal products is in place, Parkerson said. Customers for the products, which are used in the assembly of power supply cabinets, include a number of other AT&T manufacturing locations — the Dallas and Denver Works among them.

Installation of machinery to make Cosmic frames and additional sheet metal products from Hawthorne was scheduled to begin in mid-April. Cosmic frames are used in central offices, Bailey said. They house components which are essentially custom-installed on site to meet specific central office needs. Central office connectors made at the Omaha Works are used in some of the Cosmic frames.

Versatile paint systems

The dominating pieces of equipment in the metal fabrication shop are easily two painting systems.

One system is a dual paint line brought in from Kearny. A conveyor takes sheet metal products to be liquid spray-painted into one booth, and another conveyor moves products to be powder-painted into a second booth. Both types of products share common pre-cleaning areas and a curing oven.

A second painting system is a liquid spray-paint line originally designed to handle Cosmic framework.

Together, the painting systems are larger than a system used in Building 30 to paint FDI cabinet parts. That system provides power painting only, Bailey said, referring to the versatility of the dual paint line in Building 50. Already the dual paint line has given backup assistance by handling an overflow of products normally

*HITS THE SPOT . . .
Machine operator
Dave Alexander
of Dept. 045 spot-
welds a power
cabinet*



run through the Building 30 painting facility.

Other equipment in the metal fabrication shop includes a variety of punch presses, machines to shape metal piece parts, and welding machinery. The jobs require a fairly high degree of skill, Parkerson noted. As a result, the operating employee level averages at about a 35 grade.

Much to be done

As with any new manufacturing operation introduced on the shop floor, the past months have been hectic, both Parkerson and Bailey agreed. And it doesn't look as if the pressure will diminish in the near future.

Floor space has been assigned, machinery has been or is being installed, and employees are adjusting to new jobs. However, the fine tuning Bailey mentioned involves streamlining operations for improved efficiency and productivity.

When a manufacturing

operation is transferred from one location to another, it offers an opportunity to improve and update processes and otherwise make changes best suited to the new working environment. What it has meant is "we have had to re-engineer the whole job," Parkerson commented.

One long-ranging engineering goal is to have "off-line set-ups." While one product code is being made on a line, preparations or "set-up" for a different code is done in advance off the line. It's plugged in, so to speak, when it's needed. Machines wouldn't sit idle during changeovers, resulting in a sizeable cost reduction, Parkerson said.

Inventory control

Another streamlining goal is to have better control of inventories, Bailey said — have no more on hand than needed, because inventories on the shelf cost money.

Part of the solution, Bailey

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A fresh look at the basics

“We’ve got phones now — that’s the greatest thing!” commented Steve Prerost, a vinyl cable insulating line operator in Dept. 202.

That’s a curious remark, coming from an employee of a

company that manufactures telecommunications products.

But he’s not talking about telephones linking us with the world existing outside of the Omaha Works grounds. Prerost is referring to three in-plant

telephones which have been installed at the vinyl cable insulating lines.

When problems surface, help is but a phone call away.

“If there was a problem, it used to be we had to walk way over to the office area to find a supervisor” if one wasn’t around, Prerost explained. It wasted time an insulating line operator can’t spare.

Prerost said now he can dial a supervisor or engineer. If necessary, he can have some supervisors and engineers paged because they carry “beepers” with them.

One of many

The installation of the phones is just one of many solutions Organization 200 has introduced in response to problems. The organization is in the midst of adapting vinyl cable production to lines which formerly handled exchange cable, adjusting to seven-day work week coverage, and installing equipment to handle new products like electronic cable and wire, outside plant wire and shielded cable products.

That’s no small order, so it comes as no surprise that problems would develop along the way. But the manager of Organization 200’s cable engineering and manufacturing, Herb Block, prefers to tackle those problems before they become unwieldy.

“We recognized that based upon January’s and February’s results, we weren’t achieving the goals for 1985 that we wanted to achieve,” Block said. Beginning in March, he initiated a plan calling for a commitment from everyone in Organization 200 — from the operator on the shop floor to Block himself — to not only work harder, but to work smarter.

“We really haven’t invented



BLUE LIGHT SPECIAL . . . When insulating line operator Steven Prerost needs an ink room attendant to service his line’s color coder, he just turns on a newly installed blue flashing light.

anything new," Block said of the plan. "But we are going back to the basic good habits Omaha has had."

After 25 years in any business, good habits sometimes get sidetracked into uncompromising routines, he explained. In some ways that has happened at the Works. He hopes his plan will stimulate fresh approaches to resolve current snags and provide solid groundwork to confront challenges for the remainder of the year.

Gratifying response

"The overall response of the people has been overwhelming and extremely gratifying," Block reported.

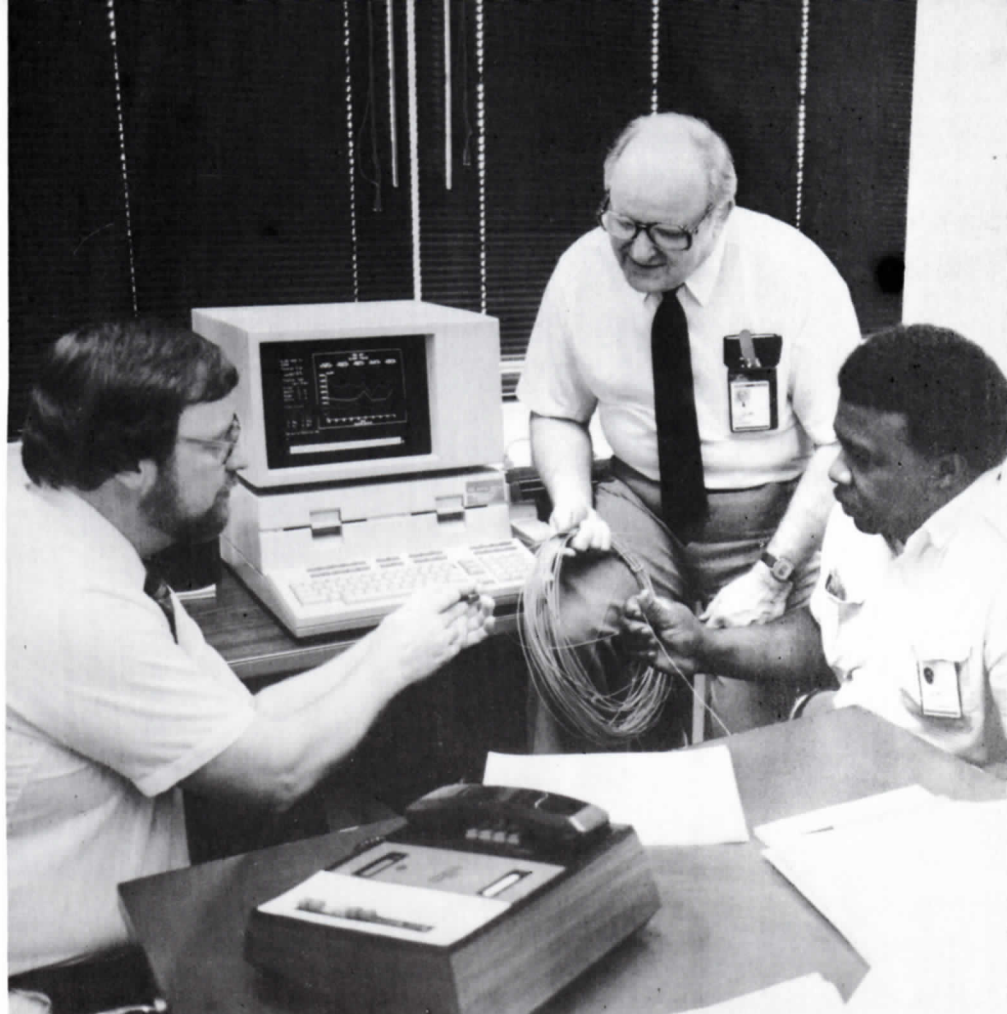
Part of the plan involves longer work weeks, on a temporary basis, for management employees. They've been working an average of 60-hour weeks, weekends included. Although there is flexibility to provide for personal needs, it's a tough schedule, Block acknowledged — but not one without merit.

The measure has been a boost to hourly employees on seven-day coverage schedules, Block pointed out. Now when a problem arises, there are resource people available around the clock to help resolve the matter.

It's also had the effect of contributing to a unified spirit, he said. "The fact that people on the line find we're interested in them and their jobs, they're coming forward with problems to be solved now, knowing we'll address them."

One of the problem areas that's starting to turn around is vinyl cable insulating where Prerost works. For example, tooling has been improved, he said — "we're getting a lot more stuff in here a lot quicker."

Prerost also said an Atlanta Works cable manufacturing



WHEN OPPORTUNITY KNOCKS . . . Engineer Steve Zerbs (left) and engineering associate Dick Gazda (back) share ideas in the Opportunity Control Center with Harden Malcom about vinyl cable production. Malcom is a layout operator who was temporarily on loan from the Atlanta Works.

layout operator and a crew from Atlanta's Product Engineering Control Center (PECC) have been helpful. They spent five weeks at the Omaha Works as troubleshooters tackling problems stemming from the conversion of exchange cable insulating lines to vinyl cable.

Another improvement on the insulating lines are the addition of flashing blue lights in prominent view at the end of each line. A line operator turns on the light to alert an ink room attendant that the line's color coder needs servicing.

Electronic messages

Electronic signs — similar to bank signs that flash the time and temperature — have been installed to help keep employees informed about production results, Block said. One large sign hangs on Building 50's west wall near the insulating lines, and another smaller

version sits atop a vending machine in a break area.

Continuous messages flash across the screen telling workers about the previous day's performance — how many feet of wire were produced, areas with quality problems, and other statistics. In response to an employee request, it's being arranged to report daily output figures with the approximate wage incentive earnings.

The messages aren't all strictly work-related, Block noted. During the NCAA finals, college basketball scores were reported. During football season this fall, Nebraska's score at the quarter will be posted. An assortment of messages will intermingle with production reports just to keep things interesting, he said.

Other improvements in Organization 200 include a greater emphasis on preventive maintenance, and alerting employees to problems involving

(Continued on Page 10)



EASY READING . . . The previous day's production results are flashed daily on an electronic sign located in a break area where Works employees like Ron Welsh (left) and John Palu of Dept. 295 can see them.

A fresh look at basics gets results

(Continued from Page 9)
quality as they occur on the job.

The pagers worn by a number of supervisors and engineers in the organization also are carried by assistant managers and Block himself. This way they can be reached wherever they may be in Works buildings.

To further enhance communication within the organization, Block has set up an Opportunity Control Center under the direction of engineer Steve Zerbs. Located by engineering offices on the second floor of Building 20, the center is staffed by engineers who respond to calls about problems.

Block said every employee in his organization is free to call the center (Ext. 3490) to report "anything from a machine malfunctioning to something that might improve the shop from an operation standpoint."

The engineers follow up on calls, working with the people who have the ability and

responsibility to resolve difficulties or introduce new methods. If someone isn't in the center to answer phone calls, a caller's message is recorded, Block said.

It's working

The center's crew keeps records of reports and compiles statistics to chart the organization's progress. Problems range from complaints of too much paperwork to lack of specialized lighting.

"We've been able to respond quickly to a variety of shop concerns," Zerbs noted. The insulating lines' flashing blue

lights was a solution to one problem presented to the center's crew, he said.

Overall, the plan enacted within Organization 200 has been showing positive results. Operating results for March were encouraging: "Scrap has gone down and output is up," Block stated.

Although he cautioned against slackening efforts now, he added, "I have no doubt that even though our results for 1985 may not make our earliest expectations, it's my belief that 1985 will be a year to be proud of."

Getting a line on business

(Continued from Page 7)
said, is to "cultivate better supplier-purchaser relationships and work toward more frequent deliveries of smaller quantities."

As if these challenges weren't already enough, one other involves selling the products. AT&T Account Management teams will continue to sell Omaha Works products to customers. That won't change. But under the line-of-business structure at the Works, the account teams will have some help.

The way Parkerson and Bailey envision it, some Works people will take a more aggressive role in selling metal fabrication products, with a focus on potential inter-works customers. For example, a product engineer might make a pitch for business from another AT&T manufacturing plant which could use one of our products in its end product. By acquainting potential customers with what Omaha has to offer, we can supplement and enhance the work of Account Management.

Service anniversaries

35 years

T. M. Greer 426 4/17

30 years

R. L. Eggert 290 4/18
A. L. Schwab 403 4/19
J. A. Walker 448 4/3

25 years

J. E. Aken 201 4/29
G. D. Beutler 442 4/25
B M. Blunt 423 4/20
A. B. Clausen 553 4/25
R. G. Engel 402 4/27

D. E. Huscher 296 4/13
R. D. Kubie 402 4/25
D. J. Landon 403 4/27
J. J. Pleskac Jr. 472 4/18
W. O. Pokorny 443 4/27
S. A. Stancavage 531 4/1

20 years

L. H. Bohannon 535 4/19
T. J. Borlie 508 4/19
R. M. Fitzgerald 402 4/24
F. N. Gill 424 4/6
W. G. Iske 201 4/22

M. E. Johnson 424 4/19
R. L. McKeever 426 4/30
L. R. Nicholson 290 4/12
G. W. Peterson 429 4/7
V. G. Richardson 429 4/12
M. E. Ross 543 4/8
R. W. Suverkrubbe 201 4/5

15 years

G. M. Balkus 429 4/27
P. D. Digilio 442 4/9
M. J. Marcuzzo 403 4/13
R. E. Slothower 051 4/27

10 years

B. H. Atkinson 425 4/17

5 years

G. F. Bogatz 508 4/14
R. B. Gourlay 536 4/6
P. F. Sudduth 507 4/7

Retirements



Ralph Heesch
27 years



Delores Hill
20 years

Not pictured:

Betty Olderog—24 years
Horst Woellner—32 years
Dorothy Doty—25 years

Works announces shop layoffs

The Omaha Works has laid off 275 hourly workers, bringing the total roll to just over 4,700 employees. The layoff was effective April 19.

The decision to lay off workers was made partly because of a decreased demand for certain exchange copper cable-related products manufactured at the Works. Another factor is the return to more stable efficiency levels at the plant. A more normal production pattern has been established at the Works now that the consolidation of products here from closed plants is nearing completion.

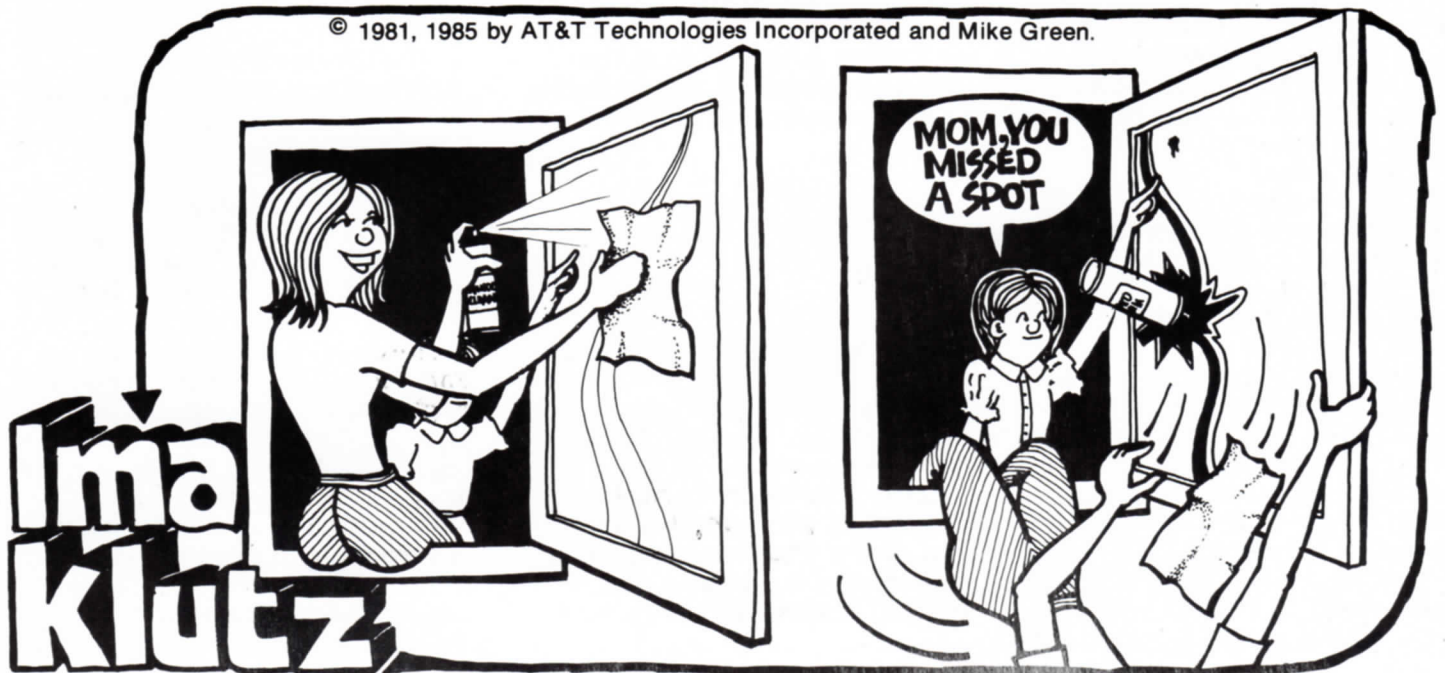
The laid-off workers generally

have one year or less service. By union contract they have recall rights for two years. However, it is not known at this time if or when the workers will be recalled.

According to Works General Manager Jack Childs, today's competitive telecommunications field means force adjustments either up or down may occur with greater frequency than before divestiture.

Between June of 1983 and June of 1984, the Works hired 1,600 workers as consolidation activity intensified. This layoff is the first since November 1982 when 175 workers were released.

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Choose AT&T



Last frame

There's music by Muzak, music for exercising, and now there is music for choosing.

OK, maybe that's stretching it a little.

The string quartet that played on the stage of the Works auditorium last month was performing to promote the sale of

season tickets to the Omaha Symphony. Its members just happened to be seated beneath an AT&T banner promoting our company in the local equal access campaign.

The quartet played during the day-shift lunch period. It was the second time in less than a week that strains of classical music drifted down the hallway into Building 30.

Earlier, a harpist from the Omaha Symphony played during a press conference held in the

auditorium to announce a new program, "Art in the Workplace." A joint effort of Joslyn Art Museum, the Nebraska Committee for the Humanities and the Omaha Federation of Labor AFL-CIO, the program seeks to bring mini-displays of works of art into the work place. Its purpose is to make cultural arts more accessible to people.

The Omaha Works was the first business location featuring the program.



AT&T
Network Systems

Omaha Works
P.O. Box 37000
Omaha, Ne. 68137

