

## Four Major Divisions

# New Management Structure Set

**Communication,  
Cooperation,  
Positive Action  
Are Key . . .**

--Lewis Jordan  
Executive Vice President



This is my first opportunity to communicate with you through our *Flying Tigers Review* newspaper and a great opportunity to tell you again how pleased I am to be back with you.

After all that's been said, you don't need to be told that we have much to do in the coming months in order to achieve profitability and become a strong, financially healthy company again.

Certainly one of the most exciting and gratifying developments is the recent news that due to strong international airfreight business Flying Tigers will have higher revenue and lower loss for the first quarter of 1984 than previously predicted, with anticipated systemwide revenues up at least 15 percent over the same period last year and pre-tax losses expected to decrease from \$30.5 million to approximately \$6 million. This is especially encouraging since the first quarter is seasonally the weakest for us.

At the same time it is vitally important that we understand that in order to be the strong, stable company we have been in past years we must be able to *sustain profits*—to enable us to be prepared for inevitable problems such as an economic downturn, a jump in fuel prices or other occurrences beyond our control. *We need solid profits for a considerable length of time in order to offset our debt, acquire and maintain modern, efficient equipment and facilities and outpace our competition.*

Our success will not be the result of any single occurrence or achievement, but rather a series of well-planned, well-executed actions,

and to that end your officer group is currently devoting a major portion of its energies to the formation of the best possible strategic plan for Flying Tigers. In preparation, each of us must work to sharpen the skills we apply to our day-to-day responsibilities and constantly strive to improve our performance in everything we do. At the same time a cost reduction task force is working actively to pinpoint ways we can reduce costs effectively, and we have launched a series of ongoing employee/management meetings to open lines of communication, identify problem areas and work together in a spirit of cooperation to quickly restore and maximize profitability.

I take pride in my opportunity to rejoin Flying Tigers, and I continue to be highly encouraged by the degree of loyalty, dedication and spirit that you so consistently and enthusiastically put forth.

I am absolutely convinced that we have the ability to overcome the adversity that continues to face us, and I ask that each of you be open-minded and innovative in your support. With your help, contribution and sacrifice—with positive attitudes, good management, hard work and good communication—we will continue to see positive, impressive results. I am very pleased by the feedback I've been getting from you and the momentum that is building as we work together toward our goals.

I pledge to keep you informed of our plans and accomplishments as they develop and I look forward to working with you to make our company the best that we can be.

## Key Element in Actions to Streamline Operations, Restore Profitability

Flying Tigers' new management structure, effective in March, consists of four major divisions reporting to Executive Vice President Lewis Jordan.

The new organization, Jordan said, is designed to streamline Flying Tigers' worldwide operations and is a key part of the actions being taken to improve service reliability, improve productivity and return to a position of profitability as rapidly as possible.

Heading the divisions are: Pete Hubbard, senior vice president-sales and services; Larry Nagin, senior vice president-administration and general counsel; Harold Woody, senior vice president-air operations; and Tom Barron, vice president-finance.

### New Officers

Under the new management organization, two new vice pres-

idents have been named—Dave Lokken to vice president-technical operations and Cyril Murphy to vice president-international and governmental affairs.

### Terminal Services

Also under the new organization, Bob Roe, senior director of U.S. terminal services, has assumed responsibility for the entire terminal service organization in the United States, reporting to Senior VP Pete Hubbard.

### Hubbard

In his new position, Pete Hubbard will be responsible for Flying Tigers' sales, marketing, customer service, contract programs, advertising and sales promotion, trucking operations, terminal services and engineering functions, as well as the company's overseas operations in Asia, Europe, and Latin America.

He joined Flying Tigers in 1968 as an operations analyst and has served in a variety of management positions including general manager-charter programs and vice president-North America. He most recently was senior vice president-marketing and sales.

### Nagin

Formerly vice president-administration and general counsel, Nagin directs legal, international, regulatory, and airport affairs, human resources matters, labor relations, properties, as well as public relations and employee communications.

He joined Flying Tigers in April, 1980 as vice president-law and was subsequently promoted in September, 1981 to vice president-administration and law.

### Woody

As senior vice president-air  
*Continued on Page 2.*

## Spirit of Cooperation

# Employee/Management Meetings Promote Positive Actions

An exciting and productive new aspect of Flying Tigers' push toward profitability is the establishment of ongoing meetings between management and employee groups.

The first such meeting took place March 8 and 9 between Chair-

man Wayne Hoffman, Lewis Jordan and other members of Flying Tigers management and representatives of the Air Line Pilots Association (ALPA), International Association of Machinists (IAM), Association of Flight Attendants (AFA) and Teamsters. The group reviewed the state of the company and projections for 1984, and discussed the need for cooperation between management and its employee groups in working together to return the company to profitability.

### Cooperation

In a joint statement issued to all employees, the representatives affirmed the high level of cooperation prevalent in the sessions. The group arrived at a variety of issues that need addressing, including communications between the company and its employees, streamlining of operational procedures and other issues that support the conviction that concerns can be resolved by working together.

At those first meetings it was determined that the base of the group be broadened to include representatives of Flying Tigers' Management Association and Administrative Employees Commit-

tee (AEC) as well as employees in field locations.

On March 20 an expanded "action meeting" was held including Lewis Jordan, members of senior management and representatives of ALPA, the IAM, AFA, AEC and Management Association.

### Working Groups

Participants in the expanded March 20 meeting agreed to form three working groups to address needed areas of cost control, ser-

*Continued on Page 2.*

## Cost Reduction Is Goal of New Task Force

A task force, headed by Mike Muller, director of financial planning and analysis, has been appointed with responsibility for identifying areas of potential cost reduction within our company.

The task force is working actively with division heads to pinpoint ways we can reduce costs effectively, to help eliminate waste, abuse, misuse and inefficiency and increase productivity.

"This is an action-oriented, ongoing project in conjunction with our strategic plan," said Lewis Jordan. "I will keep you advised of developments in this area as they occur."

## To Mail . . . or Not to Mail

A number of employees have suggested that we consider cutting costs by distributing *Flying Tigers Review* via comat/ comail to domestic employees as we do internationally and to flight crew, rather than mail to the home. Employees affected will receive a response card in an upcoming pay envelope asking for your input. Please take a few minutes to give us a prompt response on this important communications matter.

## Our Travel Privileges.

They're important to us, and how we use them is, too. In this issue is a supplement providing the latest information on travel privileges available to us and how to use and protect them. Read it—save it.

*See Center Pages.*

# B-747s Now Serving South America



Flying Tigers initiated scheduled B-747 service between the U.S. and South America February 8. Previously our U.S./South America routes were served with DC-8 aircraft. The B-747 flights operate Wednesdays and Saturdays JFK-Miami-Manaus with Wednesday's flight continuing to Sao Paulo and Buenos Aires and Saturday's flight to Sao Paulo, Rio de Janeiro and Buenos Aires. Return flights operate Buenos Aires-Miami-JFK Fridays and Mondays. During the first weeks of B-747 operation northbound loads have been especially encouraging, with loads consistently topping 200,000 revenue pounds. At left, the inaugural scheduled B-747 flight arrives in Rio de Janeiro.

--Photo by Neil Brooksby,  
manager of training &  
development

## New Management Structure

Continued from Page 1.

operations, Woody will be responsible for all flight related activity including operations control, flight crews and administration, aircraft scheduling, aircraft sales and contracts, purchasing and fuel administration, and technical operations.

Previously vice president-technical operations, he joined Flying Tigers in 1980 and has served as senior director-production control and vice president-maintenance and engineering. Woody previously served for 13 years at Republic Airlines/Southern Airways in various management positions.

### Barron

Barron, vice president-finance, will oversee all financial aspects of the company as well as data

processing operations. He has served in his present capacity for Flying Tigers since 1981. Previously, Barron was chief financial officer for Transcon Lines, a major motor carrier and prior to that, practiced as a certified public accountant for Deloitte, Has-kins & Sells.

### Lokken

As vice president-technical operations, Lokken will be responsible for the airline's maintenance and engineering activities, quality control functions and ground support equipment. He will report to Harold Woody.

Previously senior director-engineering and quality control, he joined Flying Tigers in 1981 as director-component overhaul and

subsequently served as director-production control and senior director-production control and quality assurance.

### Murphy

As vice president-international and governmental affairs, Cyril Murphy will direct the company's international, regulatory and public affairs. Previously senior executive director of government and public affairs, he will report to Larry Nagin.

Murphy joined Flying Tigers' maintenance division in 1966 while he was working his way through college. He was awarded a scholarship from the International Association of Machinists (IAM) and graduated summa cum laude from California State University, Dominguez Hills, in 1973 with a bachelor of arts degree in political science. Murphy took a leave of absence from Flying Tigers to attend Harvard Law School, graduating in 1976. Returning to Flying Tigers, he served in a variety of previous management positions where he participated in the formulation of policy matters regarding regulatory and industry affairs and facilitation.

### Roe

Roe's new organization will consist of three regions--Western, Central and Eastern--each headed by a regional director. The airline's Chicago and New York terminal operations will also report directly to Roe, "reflecting their importance to both our domestic and international customers," Hubbard said.

Roe has been with Flying Tigers since 1969 and has served in a variety of management positions including manager of terminal operations in New York and Los Angeles; regional manager-services for the Western Region; general manager-Pacific Northwest; and senior director-service for the Western Region.

"Bob's appointment underscores our primary need for a high quality and effective cargo delivery service to all our customers," Hubbard noted. •

## Employee/Management Meetings

Continued from Page 1.

vice improvement and the overall process of sharpening and enhancing the company's basic fundamentals and skills.

The three working groups are:

1) **ORD Task Force.** This group will identify specific areas of concern, alternative solutions and action steps necessary for efficient operations at ORD. This working group representing departments having responsibilities for ORD activities will consist of Mike Miami and Cary Dittmann, AEC; John Leonardi and Ken Thiede, IAM; Liddell Pan, management; and Dennis Bird, management; Mike O'Halloran, Management Association; and Lee Levenson, ALPA. Their kickoff meeting is scheduled for March 27, with Senior VP Pete Hubbard present.

2) **Headquarters Task Force.** This group will provide input, analyses, and recommendations for important improvements at our Los Angeles headquarters. Larry Nagin, senior vice president-ad-

ministration & general counsel, was present for the kickoff meeting March 21. Members of the task force are Scott Cutler, ALPA; Dennis Boyle, IAM; Nadine Harding, AEC; Karen Bollow, Management Association; Diane Williams, IAM; and Sue Heineberg, management.

3) **Fuel Utilization Study Committee.** This group's kickoff meeting will be headed by Harold Woody, senior VP-air operations, and will consist of representatives of ALPA, the IAM and Management Association who will address all facets of Flying Tigers' fuel utilization. With fuel costing approximately \$300 million on an annualized basis, management of it is essential to assist Flying Tigers in becoming a more efficient competitor in the world market-place.

The three working groups will report back to the core committee early in April, and meetings will be ongoing in this continuous communications program. •

## One Employee's View

# Let's 'Take Stock' In Our Company

*If everyone who received a paycheck from a company, any company, took as much interest in the business as the owner did that company would have few internal problems that often plague businesses. Everyone would work together.*

*Many employees of our company are owners of the business in the strictest sense. They own shares of stock and, therefore, are partners in the business. They have invested their money for the right of participation in the hopes of reaping a profit. However, the rest of those employees who do not own a single share of stock in the company are owners as well in a broader sense. They have invested their time, energies, efforts and creative talents to help make this business successful. They have an investment of themselves.*

*Too often we tend to think of "the company" as an abstract impersonal thing. We forget that the company is a corporation, a body of people with the common goals of service and profit. We the employees are members of that body. Each of us has an important place in making the company successful. It is a matter of fact that each position in the company is essential, otherwise the position would not exist.*

*It follows that the ultimate success or failure of the business depends on how well each employee accepts the responsibilities associated with his position. To make it more personal, how well you do your job determines the success of your business.*

--Liddell Pan  
Eastern Region Director of Maintenance

## FLYING TIGERS *review*

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Lawrence M. Nagin  
Senior Vice President-Administration  
& General Counsel

Colleen Ferguson  
Editor

Ann-Marie Hennessey  
Editorial Assistant

*Flying Tigers is a Tiger International Company*

# Our Travel Privileges

## ... how to use them ... how to protect them.

As Flying Tigers employees we are fortunate to have travel privileges not only on our own aircraft but with many other carriers serving locations around the world. These privileges are important to us, and how we use them is too. This Flying Tigers Review supplement tells you what your privileges are, how to use them and what your responsibilities are when you do. Although you are responsible for planning your own personal travel, you

will find the materials you need as well as assistance at the Pass Bureau. The Pass Bureau office is located on the ground floor of the Lo-Tiger Building at World Headquarters in Los Angeles; mail code 192; telephone (213) 646-7363. In addition, benefits coordinators who can supply resource material and are authorized to issue Flying Tigers passes have been designated at some terminals.

Please save this Travel Privileges supplement.

## Traveling . . . And Shipping . . . On Company Aircraft

### Travel

#### Who can fly on Flying Tigers aircraft?

**DC-8-63s** — Full-time and part-time Flying Tigers employees and members of their immediate families. Retirees and their immediate families. Immediate family is defined as spouse and dependent children under the age of 21. Dependent children 21 to 23 may be granted trip passes if they are full-time students carrying 9 or more units per semester. Part-time employees and their families may travel on domestic routes only.

**B747Fs** — Full-time employees and retirees only. Family members are not eligible at this time.

**B-727s** — Full-time Flying Tigers employees are eligible to travel on B-727 aircraft flown by Flying Tigers personnel.

#### When am I eligible to fly on company aircraft?

Upon completion of 90 days of continuous service.

#### How often can I travel?

Domestic and international pass privileges are unlimited after completion of the necessary service.

#### Where can I fly?

Full-time employees, retirees and their immediate families may fly anywhere between our domestic and international terminals. Part-time employees and their families may fly anywhere between our domestic terminals only. To obtain schedule information, consult Flying Tigers General Schedule or call your local operations, customer service or sales office.

#### How do I get a pass?

Complete form FTL1220 — Request for Transportation on Company Aircraft and apply through the Pass Bureau or the trip pass authority at your station. Employees with one year or more of full-time service are eligible to receive a *Personal Travel Annual Pass*. The pass is valid for space available travel throughout Flying Tigers' system. Employees with less than one year of service are eligible to receive a trip pass valid for space available travel for 90 days duration.

#### How do I make reservations for a flight?

You may list for space available travel 24 hours before flight time by calling the local traffic agent at the point of departure.

#### Is meal service available?

Meal service is provided for space available travelers on our international routes only. Please note that meals are not provided for space available travelers on our domestic routes (this includes Anchorage and San Juan).

#### What are the chances of being bumped?

Your chances of being bumped are dependent upon (1) the type of aircraft being used on the route you plan to travel (the number of seats available range from 2 to 19) and (2) the boarding priority you hold.

Please note that family members and retirees may not be on board when "Cargo Aircraft Only Dangerous Goods" are transported.

Boarding priorities are as follows:

**1st Priority: Company business travel.** Employee should hold a company business pass. In the case of crew members, the name of the employee traveling should appear either on the Positive Space Deadhead List generated from crew control or the Flight Attendant Schedule generated from flight attendant scheduling. Both twxs are sent daily. Crew members of other airlines may be allowed 1st priority boarding only when traveling on company business. Permission for such travel must be authorized by the Vice President of Flight Operations. This authorization is sent by twx to the originating station.

**2nd Priority: Personal travel-emergency.** Employee should hold an emergency trip pass. Emergency status is granted in the case of death or impending death in the employee's family.

**3rd Priority: Personal travel-vacation.** Employee should hold a vacation trip pass. Vacation status is granted only if evidence of vacation days being taken is produced.

**4th Priority: Personal travel.** Employee should hold either a Personal



Travel Annual Pass or a domestic or international trip pass. Family members should hold a domestic or international trip pass.

Passenger categories take the following precedence:

- 1st - Active employees.
- 2nd - Family members of active employees.
- 3rd - Retirees.
- 4th - Furloughed employees who are eligible for company travel under certain agreements.
- 5th - Crew members of other airlines.

#### Documents Are A Must

Employees planning space available travel on Flying Tigers must adequately prepare for the possibility of being bumped along the way. This is especially important for international travel. Operations personnel at U.S. gateway stations are authorized to refuse boarding to employees who do not carry the necessary travel documents for entry into countries en route to their destination. For example: If you plan to visit Hong Kong, there is the possibility that you might be bumped at Narita. Therefore, you will need the proper documents for entry into Japan as well as Hong Kong. Failure to hold the necessary documents for entry into a foreign country (even though you didn't plan on being there) can result in your seizure by local immigration authorities and a consequential fine to and action against Flying Tigers, as the carrier who brought you there.

### Shipping

#### May I ship my personal belongings on company aircraft?

Yes! There are three different shipping programs available to all full and part-time employees after completion of 90 days of continuous service. Shipping

privileges are also available to retirees.

**Non-revenue** — A limit of two space available shipping occasions per calendar year will be granted to each employee for transportation of personal cargo. In no case will the aggregate shipment weight of these two shipments exceed 500 pounds (actual or dimensional).

**Service Charge** — On a space available basis, you may ship up to 200 pounds of personal cargo at a cost of 5 cents per pound domestically and 10 cents per pound internationally. A shipment of several pieces totalling 200 pounds is acceptable, however, no one piece in the shipment may weigh more than 150 pounds. Only one service charge coupon can be used in any 24-hour period.

**50% Reduced Rate** — For shipments of personal cargo weighing more than 200 pounds or when *positive space* is needed, employees may ship personal effects at 50% of the General Commodity Rate reflected in the Rates and Tariffs Manual.

#### How do I obtain authorization for shipping?

**Non-revenue** — Complete form FTL1275 — *Personal Property Shipment Authorization*. This authorization can be approved by the Pass Bureau or the highest management level at your location.

**Service Charge & 50% Reduced Rate** — Apply through the Pass Bureau by memo including your name, employee number, position, routing desired and approximate weight of shipment.

**Conditions** — Personal cargo is defined as those personal items which are owned by the employee or his family. Utilization of shipping privileges to provide an employee with direct economic gain is prohibited. Combination of any or all three parts of the program is not permitted.

Shipping embargoes may be placed in effect at short notice anytime during the year. Notices will be posted throughout the system stating exact embargo periods. Always check for embargoes before making plans for shipping.



# Flight Planner

Plan your own flight with this schedule of airlines offering travel privileges to Flying Tigers and their families.

AIRLINE	REQUIRED* WORKING DAYS TO PROCESS	DISCOUNT POSITIVE SPACE/ SPACE AVAILABLE	ALSO** ELIGIBLE	COMMENTS
Aer Lingus Irish (EL)	21(A)	50%/—	C(18)	Within Europe (Domestic)
Aer Lingus Irish (EL)	21(A)	50%/75%	C(18)	Transatlantic only. <i>Dependent</i> parents of unmarried employees eligible when IRS statement or other valid proof of dependence is attached.
Aerolineas Argentinas (AR)	21(A)	50%/75%	C(18)	Also available \$80 service charge JFK/MIA round trip.
Air Afrique (RK)	21(A)	50%/75%	C(21)	
Air California (OC)	21(A)	50%/—	R	Dependent children not eligible.
Air Canada (AC)	5(A)	50%/75%	R C(21)	
Air Florida (QH)	21(A)	50%/75%	P C(21)	Parents one 50% and one 75% per year.
Air France (AF)	10(A)	50%/75%	C(21)	Authorization will be made available at airport ticket counter of origin on date of travel.
Air India (AI)	21(T)	50%/75%	C(21)	Call airline for fare quote.
Air New Zealand (TE)	21(A)	50%/75%	C(21)	
Alaska Airlines (AS)	21(A)	50%/75%	P R C(21)	Parents one 50% and one 75% per year.
Alitalia (AZ)	21(T)	50%/75%	C(21)	Must be employed one year. Pass Bureau will call for fare quote. See "Special Fares" on next page.
Aloha (TS)	5(A)	50%/75%	P R C(21)	Parents one 50% and one 75% per year. 75% cannot be purchased at airport ticket counter.
Aloha (TS)	21(T)	Service Charge	C(21)	One service charge application per year after one year of service (non-refundable, non-extendable). Service charge is \$10 per leg.
American (AA)	5(T)	50%/75%	R C(21)	Ages of all passengers must be listed on application.
Aspen (AP)	21(A)	50%/75%/90%	P R C(21)	One 90% application per year after one year service. Parents one 50% and one 75% per year.
Avianca (AV)	21(T)	50%/75%	R C(21)	Call airline for fare quote. See "Special Fares" on next page.
British Airways (BA)	21(A)	—/75%	C(21)	See "Special Fares" on next page.
British Caledonian (BR)	21(T)	50%/75%	C(21)	Call airline for fare quote.
Canadian Pacific (CP)	21(A)	50%/75%	C(21)	
Capitol Airways (CL)	21(A)	50%/75%	C(21)	Informal agreement; subject to change. Purchase tickets prior to travel date.
Cathay Pacific (CX)	21(T)	50%/75%	C(18)	Must be employed one year. Call airline for fare quote.
China Airlines (CI)	21(T)	50%/75%	C(21)	Pass Bureau will call for fare quote. Spouse and children eligible for 50% only.
Continental (CO)	21(A)	50%/75%	P R C(21)	First class not available at 75%. Purchase tickets prior to travel date. Parents one 50% and one 75% per year.
Delta (DL)	21(A)	50%/—	P C(21)	Domestic system. Parents one 50% per year.
Delta (DL)	21(A)	50%/75%	P C(21)	International system. (Bermuda/Nassau only) Parents one 75% per year.
Eastern (EA)	5(A)	50%/—	C(18)	
El Al (LY)	21(A)	50%/—	C(21)	See "Special Fares" on next page.
Flying Tigers (FT)	5(Pass)	—/100%	R C(21/23)	See "Traveling on Company Aircraft."
Frontier (FL)	5(A)	50%/—	P R C(21)	Purchase tickets prior to travel date.
Frontier (FL)	5(A)	Service Charge	P C(21)	One service charge application each per year after one year of service for employee and parents. Purchase tickets prior to travel date.
Hawaiian Airlines (HA)	21(A)	50%/75%	R C(21)	
Imperial (II)	21(T)	50%/75%	C(21)	Call Imperial for fare quote.
Japan Airlines (JL)	21(A)	50%/75%	P R C(21)	Parents and dependents not traveling with employee allowed 50% discount only. See "Special Fares" on next page.
Jet America (SI)	5(A)	50%/75%	C(21)	
Jet America (SI)	21(T)	Service Charge	C(21)	One service charge application per year after one year of service. \$40 round trip all routes.
KLM Royal Dutch Airlines (KL)	21(A)	50%/75%	P C(21)	See "Special Fares" on next page.
Korean Air Lines (KE)	21(T)	50%/—	P C(21)	Pass Bureau will call for fare quote. Parents one 50% per year. See "Special Fares" on next page.
Lufthansa German Airlines (LH)	21(A)	50%/75%	C(21)	Must be employed one year. Discount within Germany only if arrival in Germany was on Lufthansa.
Mexicana (MX)	21(A)	50%/75%	P C(21)	Parents one 50% and one 75% per year. See "Special Fares" on next page.
Midway (ML)	21(T)	Service Charge	R C(21)	Eligible after one year of service. Service charge on all routes is \$40 round trip.
New York Air (NY)	21(A)	50%/75%		Informal agreement; subject to change.
Northwest Orient (NW)	21(A)	50%/—	C(21)	
Ozark (OZ)	21(A)	50%/75%	R C(21)	
Pacific East (6P)	5(A)	Service Charge	P R C(21)	Unlimited service charge all routes \$40 round trip.
Pacific Western (PW)	21(A)	50%/75%/90%	P R C(21)	One 90% application per year after one year of service. Parents one 50% and one 75% per year.
Pakistan International (PK)	21(A)	50%/75%	C(21)	75% on transatlantic only.

Pan American (PA)	5(A)	50%/75%	R	C(21)	All departures other than LAX. PA requires up to 3 days to ticket.
Pan American (PA)	21(T)	50%/75%	R	C(21)	LAX departures only. Pass Bureau will call for fare quote. First class travel not permitted at 75%. Retirees 50% space available only.
Philippine Airlines (PR)	21(A)	50%/—		C(21)	
Piedmont (PI)	21(A)	50%/75%	R	C(21)	
Ransome (RZ)	21(A)	50%/75%			Dependent children not eligible. Informal agreement; subject to change.
Reeve Aleutian (RV)	21(A)	50%/75%	P R	C(21)	Parents and retirees one 50% and one 75% per year.
Reeve Aleutian (RV)	21(T)	Service Charge	P R	C(21)	One service charge application per year. \$30 round trip if not including SEA. \$36 round trip if including SEA.
Republic (RC)	21(A)	50%/75%/90%	P R	C(21)	One 90% application per year after one year of service. Parents and retirees one 50% and one 75% per year.
Sabena Belgian World (SN)	21(A)	50%/—		C(21)	
SAS Scandinavian (SK)	21(A)	50%/75%	P	C(21)	Coach class only.
Sierra Pacific (SZ)	21(A)	50%/—		C(21)	
Southwest (WN)	21(T)	Service Charge		C(21)	Unlimited service charge all routes \$40 round trip
Swissair (SR)	21(A)	50%/75%		C(21)	75% on inter-continental only.
TAP Portuguese Airways (TP)	21(T)	50%/75%/90%	P R	C(21)	One 90% application per year after one year of service. For 90% discount, family members must travel with employee. Parents one 50% and one 75% per year. See "Special Fares" below.
Thai International (TG)	21(T)	50%/75%		C(21)	Call airline for fare quote.
Trans Central (ZM)	21(A)	50%/100%	R	C(21)	Service charge for non-revenue transportation.
Transamerica (TV)	21(T)	50%/75%		C(21)	Scheduled flights-Shannon/Amsterdam. Pass Bureau will call for fare quote.
Transamerica (TV)	21(A)	—/100%		C(21)	Charter routes only. Application must include flight numbers and exact travel dates.
TWA (TW)	5(A)	50%/—		C(21)	Domestic system.
TWA (TW)	5(A)	50%/75%		C(21)	International system. See "Special Fares" below.
United (UA)	5(A)	50%/75%	P R	C(21)	Purchase ticket at sales office and allow 3 days for ticketing.
United (UA)	5(T)	50%/75%	P R	C(21)	Parents one 50% and one 75% per year. Call Pass Bureau for fare quote.
U.S. Air (AL)	21(A)	50%/75%	R	C(21)	
U.S. Air (AL)	21(A)	90%		C(21)	One 90% application per year after one year of service.
UTA French Airlines (UT)	21(A)	50%/75%	R	C(21)	
Varig (RG)	21(A)	50%/75%		C(21)	See "Special Fares" below.
Western (WA)	5(T)	50%/75%	R	C(21)	Note authorizations are not available, tickets only. Call Pass Bureau for fare quote.
Wein Air Alaska (WC)	21(A)	50%/75%/90%	P R	C(21)	One 90% application per year after one year of service. Parents one 50% and one 75% per year.
Wings West (RM)	21(A)	50%/75%/90%	P R	C(21)	One 90% application per year after one year of service. Parents one 50% and one 75% per year.
World (WO)	21(A)	50%/75%		C(21)	Informal agreement; subject to change.

\*Required working days to process. YOU MUST allow the number of days shown.

\*\*P = Parents  
R = Retirees  
C = Children up to ( )

(A) = An authorization to purchase ticket is issued.  
(T) = Actual ticket is issued.  
When tickets are issued, they must be paid for in advance.  
American, United and Western - Personal checks are acceptable. Make payable to Flying Tigers.  
All others - Certified check or money order only. Make payable to specific airline requested.

# Special Fares

In addition to the discounts shown on our "Flight Planner" chart, Flying Tigers' employees are able to participate in special fare programs offered by many airlines. The following is a summary of these special fares. The prices shown are subject to change at short notice and vary according to origin and destination. Therefore, costs listed are approximate. The exact amount can be obtained by contacting the Pass Bureau. The fares are offered year round except where noted differently in the comments column; however, seasonal embargoes may be in effect. Always check for embargoes before making your plans.

AIRLINE	NAME OF FARE	ORIGIN	DESTINATION	FARE	ALSO ELIGIBLE*	COMMENTS
Alitalia	Regional	JFK, BOS, YYZ, YMX	Italy	\$253	P C(22)	One year of service required.
Austrian	Waltz Away	All Routes	All Routes	\$25 per flt. seg.	C(21)	
Avianca	Red Ruana	North American Gateways	South America	\$83-\$163	P C(18)	Three stopovers permitted free. Parents pay supplement.
British Airways	Speedbird	North American Gateways	London	\$202-\$272	P C(24)	
El Al	Shalom	North American Gateways	Israel	\$202	P R C(21)	
Iberian	Fanfare	JFK, MIA	Spain	\$153	P C(22)	Parents pay supplement.
Japan Airlines	Tomadachi	U.S. Gateways	Japan, Taiwan	\$113-\$183	C(21)	Usually offered at year end. Parents pay supplement.
KLM Royal Dutch Airlines	Amsterdam Fare	U.S. Gateways	Holland	\$203	P C(26)	
Korean Air Lines	Morning Calm	LAX, JFK, HNL, ANC	HNL, SEL	\$81-\$233	C(21)	Employee must accompany dependents.
Mexicana	Fiesta Fare	U.S. Gateways	Mexico, Puerto Rico, Guatemala	\$63-\$108	C(21)	\$15 extra per stopover. Children under 12 half price.
Olympic	Yassou	JFK	ATH	\$202	P R C(21)	Companions eligible at surcharge. Retirees pay supplement.
TAP Portuguese Airways	Navigator	JFK, YMX	Portugal	\$283	P R C(21)	
TWA	Eurofare	U.S. Gateways	Europe	\$352-\$452	P R C(21)	Offered November through March.
Varig	Amigo Fare	LAX, MIA, JFK	South America, Japan	\$128	C(21)	

CERTIFIED CHECK OR MONEY ORDER MADE PAYABLE TO THE AIRLINE MUST ACCOMPANY REQUEST ON ALL SPECIAL FARES.  
\*P = Parents R = Retirees C ( ) = Children up to ( )

Special fares require 21 days to process.

Please note that the special fares listed represent a very limited number of discounts available to Flying Tigers' employees. In addition to special fares, many reduced rate and all-inclusive tours are listed in interline travel publications. Subscription forms for many of these publications are available from the Pass Bureau.

# Using Your Travel Privileges

## Eligibility — Other Airlines

Free and reduced rate travel on other airlines is granted to full-time, active employees and their immediate family members after the employee has completed six months of full-time service. Immediate family members are defined as spouse and dependent children under the age of 18/21 (age is dependent on the individual airline agreement.)

Parents of eligible Flying Tigers employees, and retirees and their spouses and dependent children, are granted free and reduced rate travel in accordance with interline agreements. Part-time employees are restricted from reduced rate travel due to interline agreements.

## Ticketing

### American/Western/United

The Pass Bureau provides actual tickets only for American and Western Airlines. Actual tickets or authorizations are available for United Airlines. When requesting tickets for either AA, WAL or UAL, please call the Pass Bureau for a fare quote, make check payable to Flying Tigers, and attach to the application. (Employee's personal check is O.K.)

### Other Airlines

When you are required to send payment along with your request for any airline other than AA, UAL or WAL, please use a cashier's check, credit union check or

money order (make payable to the airline) — no personal checks, please.

## Days to Process

"Required Working Days to Process" on the "Flight Planner" chart means the number of days — not counting weekends — you should allow for the Pass Bureau or your Benefits Coordinator to process your requests for travel authorizations and/or tickets. In most cases, after obtaining an authorization, you must also secure your tickets in advance of your travel. Be sure to check all aspects of ticketing for your planned travel and allow enough time.

## I.D. Letters

When checking into a hotel or renting an automobile at discount rates, your identification card is generally sufficient as proof of your airline affiliation. If you wish to reserve rooms or cars in advance, you may need a letter verifying your airline affiliation. A similar letter will be required if you have won a trip pass on another airline or are booking an interline tour directly with the tour organizers and are obtaining your tickets by mail. These letters of introduction can be provided by either the supervisor or manager of your station or by the Pass Bureau. If you request the letter from the Pass Bureau, be sure to include in your request your name, employee number, job title, hire date and the purpose of the letter. **NOTE:** Please allow five days processing time for identification letters ordered from the Pass Bureau.

## Refunds

The Pass Bureau will process your request for refunds of unused portions of AA, WAL and UAL tickets. Apply on form FTL9500 and allow six to eight weeks for processing.

Refunds for unused tickets on all other carriers should be directed to the airline. Employees can apply either in person at the airport ticket office or city sales office or in writing to the airline's corporate refund department.

Please note that "service charge" tickets and unused segments of "special fares" are usually non-refundable.

## Plan Ahead

Employees traveling on personal business cannot call on any Flying Tigers terminal staff, especially at international stations, for assistance with travel plans — hotels, transportation, etc. The responsibility for planning your travel is yours. Flying Tigers employees are not provided to assist you with your personal plans. Plan ahead and be prepared by making your own arrangements.

## Don't Abuse

Reduced rate travel privileges are extended to Flying Tigers employees for use when traveling on Flying Tigers company business or personal travel only. To use the privilege for any other business related transportation is a violation of our interline agreements and could jeopardize our interline relations. Should such a violation be proven, the Company

reserves the right to exercise corrective action including suspension of travel privileges and up to termination of employment.

**Remember, reduced rate travel is a privilege, not a right!!**

## It's Up to You

It's your trip . . . and it's your responsibility to make all travel plans and arrangements for yourself and your eligible family members. The Pass Bureau staff will process your requests for authorizations or tickets on other airlines, supply letters of introduction, give fare quotes as indicated on the "Flight Planner" list and guide you to helpful resources. **However, they cannot plan your trip for you.**

There are a number of information sources you can consult including: airline schedules, the Official Airline Guide (OAG), fliers posted, interline travel magazines to which you can subscribe and the *Flying Tigers Review* Travel Privileges section.

## Do Some Homework

Since deregulation, fare structures have changed drastically. Most airlines now offer super-saver and excursion rates to full-paying travelers. Our interline agreements generally allow us to discount only regular Coach (Y) and First Class (F) fares. There may be instances where a full fare super-saver fare may be as low as a discounted Y or F class fare. Do some research . . . you may save yourself money.

# Ten Steps For Planning Your Flight

- Pick your destination.** You can select the place first and then find the best way to get there . . . or you may want to review your travel privileges and select a place that's accessible by one of the economical tours or seasonal rate programs available to you.
- When you've settled on your destination,** it's time to get familiar with the OAG — Official Airline Guide. There's an edition for travel in North America and a worldwide edition for travel abroad. The OAG lists all scheduled flights of the world's scheduled passenger airlines and is available for your reference in the Pass Bureau or with your Benefits Coordinator. The OAG has all the information you need to plan your flights.
- If you've never used the OAG before,** don't be put off by those seemingly endless columns of numbers and codes. Find your destination by city (there's a separate schedule for each leg of your flight), listed alphabetically in large, bold type. For example: "to LAS VEGAS, NEV." Look down the columns until you find the point of your departure. Example: "from CHICAGO, ILL." Here's what the schedule of flights looks like:

To LAS VEGAS, NEVADA				PST LAS	
CHICAGO, ILL.				CST CHI	
M-MDW	O-ORD	C-CGX	P-PWK		
FARES: F 525.00 Y 350.00				EX: 349.00-389.00	
8:25a 0	10:05a M	UA	261 FYBQM	D8S B	0
8:44a 0	10:24a M	AA	261 FYBQM	D8S B	0
9:10a 0	10:39a M	AA	407 FYBM	72S B	0
10:17a 0	11:57a M	UA	723 FYBQM	D10 L	0
11:25a 0	12:54p M	AA	117 FYBM	72S L	0
1:15p 0	2:55p M	UA	711 FYBQM	D10 L	0
3:05p 0	4:42p M	AA	201 FYBM	72S S	0
3:47p 0	5:27p M	UA	367 YBQM	72S D	0
5:34p 0	5:34p M	UA	873 YBQM	72S D	0
9:56p 0	11:31p M	UA	555 YBQM	72S S	0
CONNECTIONS					
FARES: P 731.00 F 375.00-660.00 J 537.01					
C 255.00-338.00 Y 297.00-446.00 B 235.00					
M 219.00-225.00 Q 187.00					
6:39a 0	8:57a DFW	AA	493 FYBM	D98 B	0
9:45a DFW	10:32a M	AA	621 FYBM	72S B	0
7:00a 0	9:05a SLC	WA	433 FYBQM	72S B	0
9:25a SLC	9:30a M	WA	471 FYBQM	72S B	0
7:00a 0	8:13a STL	TW	443 FCYBM	L10 S/	0
9:05a STL	10:30a M	TW	563 FYBM	72S B	0
7:20a M	8:30a MSP	ML	317 YM	D98 S	0
9:10a MSP	10:10a M	RC	81 CYBMK	D9S B	0
7:20a M	8:30a MSP	ML	317 MK	D98 S	0
9:10a MSP	10:10a M	RC	81 CYBMK	D9S B	0
7:30a 0	8:40a MSP	RC	651 CYBMK	D9S B	0
9:10a MSP	10:10a M	RC	81 CYBMK	D9S B	0

- Every OAG has detailed explanations of how to read the schedules and plan your flight. Look in the index at the front of the guide under "How to use OAG."
- To determine which airline(s) you want to fly,** use the OAG in conjunction with the "Flight Planner" chart in the centerfold of this issue. Consider which carriers have the most flights to and from your destination and which give the best discounts. If more than one airline provides similar service, secure "back up" tickets or authorizations to purchase tickets on your second choice carrier. You may need to buy the tickets ahead of time along with those you plan to use, but you'll be able to recoup the investment on the unused tickets when you return.
- Now that you know where you're going and how you want to get there** it's time to get your tickets. Complete form FTL 12101 *Application for Travel on Other Airlines* and return it to the Pass Bureau. Be sure to check the "Flight Planner" chart for any special instructions and always allow the number of days requested for processing.
- You will either get back actual tickets or —** in most cases — authorizations to purchase your tickets at the reduced rate. Most airlines require that reduced rate tickets be purchased in advance of flight time, and it's the wise procedure to follow, in any event. Be sure to check in advance, as some airlines required a number of days to write reduced rate tickets.
- Your tickets are in hand or at least "in the works."** Time to arrange for your flight. If you are traveling on a "space available" basis you may LIST for a flight 72 hours in advance. This alerts the airline that they may expect passengers in addition to those with confirmed reservations. If you don't list ahead you may be "bumped" by a "space available" passenger who did, or you may not have a meal provided to you during the flight. When you're traveling reduced rate "positive space," you can BOOK a reservation well in advance of your trip. However, this is not a definite commitment from the airline that you will have a seat on the aircraft. You can be "bumped" by a full-paying passenger even if you hold a 50% or other "positive space" reduced rate ticket.

- When listing or booking for a flight,** you should immediately inform the reservation agent that you are an airline employee traveling at a reduced rate. Always give accurate information. *Never reserve as a full-fare passenger when you plan to travel at a reduced rate.* Your conversation might go like this:  
**Employee:** Hello, my name is Tom Brown with Flying Tigers. I would like to travel (75%/50%) industry discount on June 2 from Chicago to Las Vegas on your flight #723.  
**Airline:** How do you spell your last name?  
**Employee:** B-R-O-W-N  
**Airline:** First initial?  
**Employee:** T.  
**Airline:** How many people are traveling in your party?  
**Employee:** Two . . . myself and my wife, K. Brown  
**Airline:** May I have your telephone number?  
**Employee:** (312) 555-1212  
**Airline:** Thank you, Mr. Brown. You are listed/-booked on flight #723 on June 2, departing Chicago at 10:17 a.m. and arriving in Las Vegas at 11:57 a.m.
- On the day of departure,** check in at least 30 minutes before flight time for domestic flights. Allow at least 1 hour and 30 minutes for international flights. After check-in, keep clear of the counter until called for boarding. All passengers must be prepared to present positive identification. Employees should present their company I.D. card. Family members should carry a valid drivers license or similar personal identification. Proof of marital status may be required.
- A word about conduct:**
  - Maintain a "low profile" on the ground and in the air.
  - Refrain from discussing your pass privileges with revenue passengers or in areas where they may overhear you.
  - Limit your conversation with other non-revenue passengers to exclude reference to pass privileges.
  - If you are denied boarding or asked to deplane at any point, comply quickly and quietly.
  - Don't monopolize the flight crew's time. Remember, revenue passengers are first for all services.
  - Promotional games and/or contests are for revenue passengers only. Non-revenue travelers should not participate.
  - Adhere to the standard of dress of the airline on which you are traveling.

## The "Inside" Story

# Expertise . . . From Art to Outsized

A number of interesting shipments in recent weeks have exemplified Flying Tigers' role as the air cargo expert that shippers turn to for handling of their most delicate and valuable commodities.

### Art to Australia

A consignment of contemporary American art moved on board Flying Tigers to Australia recently. Works ranging from sculpture to photography by seven American artists were flown from New York and Los Angeles to Sydney via Flying Tigers scheduled service for the Fifth Biennale of Sydney contemporary art festival to be held April 11-June 17.

The festival, slated for the Art Gallery of New South Wales, is modelled after the renowned Biennale of Venice and attracts the work of artists in many countries.

### Treasures on Tour

Priceless artifacts comprising the Treasures of Shanghai fine arts exhibit currently touring the United States were moved from Chicago to Houston via Flying Tigers during the first week of March.

The pieces, totalling nearly 10,000 pounds, moved on four separate flights Tuesday through Friday that week.

### Traveling Telescope

Another delicate, high value commodity entrusted to Flying Tigers in March consisted of a sophisticated telescope being moved from the U.K. to the U.S. in conjunction with America's space shuttle program

The telescope, being shipped in three separate sections by the Space Research Department at the University in Birmingham, England, is

being moved on board three separate Flying Tigers B-747 jetfreighter flights from London to New York en route to the Goddard Space Research Center in Maryland. There the device will undergo tests in preparation for a

trip into space where it will be used to explore uncharted areas of the galaxy.

### Out Front with Outsized

We reaffirmed our expertise in the outsized department March 5,

moving a 44,020-pound generator drive shaft from Honolulu to Tokyo on board a B-747 charter flight. The piece, shipped by Maui Electric, was moved from the island of Maui to Honolulu on Oahu via barge for the flight.



Two cranes are used to load 44,020-pound generator drive shaft in Honolulu for trip to Japan.

--Photo by Howard Gay, maintenance-HNL



## TV Vans to Sarajevo

Four ABC-TV vans, attached to 20-foot pallets, were flown from New York to Frankfurt via Flying Tigers jetfreighter in conjunction with the 1984 Winter Olympic Games recently concluded in Sarajevo, Yugoslavia. The Chevrolet vans, filled with sophisticated television equipment, continued by truck to Sarajevo where they were used to provide news coverage of the Olympic events and activities. Above, the vans are off-loaded in Frankfurt.

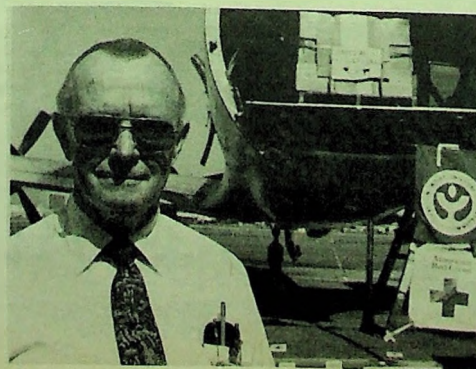


## 'Super Guppy' at LAX

No . . . it's not the newest member of our fleet . . . but Flying Tigers' Los Angeles terminal did play host to a Boeing Super Guppy aircraft, above, February 22 that was on its way to the Kennedy Space Center in Florida. On board the distinctive aircraft was sophisticated satellite equipment that will be on board an upcoming NASA shuttle flight. LAX operations and maintenance personnel were involved in the delicate move.

## Operation California

# LAX Loads "Swingtail" Freighter For Relief Flight to San Salvador



Southern California-based relief organization Operation California contracted with Flying Tigers in Los Angeles to load 25,000 pounds of food and medical supplies on board the relief organization's chartered aircraft March 5 for airlift to San Salvador in Central America. Television news camera crews filmed our LAX terminal personnel loading the aircraft, above, a DC-6 freighter featuring a distinctive "swingtail" configuration similar to Flying Tigers' former CL-44 aircraft. At left is Flying Tigers' Holden Brooks, chief operations supervisor, overseeing the loading.

## Personnel Updates

### Hubbard, Barron to ATA Posts

**Pete Hubbard**, senior vice president of sales and services, has been named to the newly formed Air Cargo Council of the Air Transport Association of America. Formation of the Council, said ATA President Paul R. Ignatius, comes at a time of air cargo growth, including a 21.2 percent increase in January this year that was the largest monthly increase in the past 12 years.

Two long-standing ATA groups in the air cargo field will report to the Council—the industry's Postal Committee and the Restricted Articles Board.

At its first meeting March 1, the Council:

—Approved an associate membership classification to enable other segments of the air cargo industry to participate in Council activities.

—Decided to seek greater use of the nation's commercial air freight capability by the Defense Depart-

ment and other departments of government.

—Approved a sequence and format for listing the conditions of contract that appear on the reverse side of the standard air waybill.

—Adopted a single digit rate classification code for the universal air waybill; the air waybill is designed for electronic data processing and can now indicate whether a shipment is moving under a general commodity or specific commodity rate.

**Tom Barron**, vice president of finance, has been named to the 1984 Economics and Finance Council of the Air Transport Association of America.

The council advises on economic and financial planning and forecasting for the airline industry, and is also concerned with trends in accounting, insurance and taxation that affect the industry.



### Postal Praise For Vickery

**Bob Vickery**, Flying Tigers director of postal services and government sales, was honored by the U.S. Military Postal Service Agency recently for Flying Tigers' efficient movement of military mail during the peak Christmas season in 1983. Brigadier General Donald J. Delandro, executive director of the U.S. Military Postal Service Agency, second from right above, presented a certificate of appreciation to Vickery, second from left, in praise of Flying Tigers' support of the mail program. General Delandro visited headquarters to make the presentation and to meet members of the airline's management team. Also on hand for the informal ceremony—Flying Tigers Executive Vice President Lewis Jordan, left, and Chairman Wayne Hoffman, right.

## Retirements

Flying Tigers salutes the following employees and their years of service:

**Harley Chambers**, inspector-HDQ. 33 years.

**Daniel Feinmel**, mechanic-JFK. 18 years.

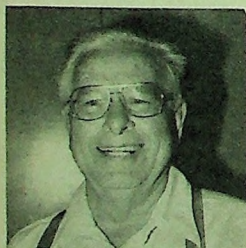
**John Long**, lead ramp serviceman-CLE. 29 years.

**Dominick Mauro**, mechanic-JFK. 16 years.

**Gerald Nallen**, lead mechanic-HDQ. 32 years.

**Fred Oistot**, lead mechanic-HDQ. 30 years.

**William Smillie**, inspector-HDQ. 24 years.



Above: At informal retirement gathering, l-r, William Smillie, his wife Ruh Mae and Harley Chambers. At left, Fred Oistot.

## In Memoriam

**Chris Allen**, B-747 second officer, died January 31. Chris had been with Flying Tigers for four years.

**Tom Grider**, B-747 captain and veteran Flying Tiger, died March 11. Tom's 28-year career with the airline began in 1957.

**Marco Ruvalcaba**, flight attendant, died March 12. He had been with Flying Tigers for three years.

## Credit Lines

### Phones & Computers Getting You Down? Us Too!

Our foremost purpose as your Credit Union is providing the best financial services for our members.

#### The Bad News

Phones and computers greatly affect the way our services are delivered so when one or both of these systems fail us, our means for providing good service are severely limited. Unfortunately, we have had serious troubles in both of these areas as many of you are painfully aware.

#### The Good News

The Credit Union will have an entirely new computer system by the third quarter of this year. Extensive research is being done to make sure we end up with a state-of-the-art computer system providing you with the service you deserve.

Relief for the phones will come even sooner. Our service provider has already studied our system and furnished suggestions to update our service delivery over the phone. By the time this is in print, our phone system should be greatly improved.

We are truly sorry for any inconvenience these problems may have caused and will strive to keep our service delivery in tip-top shape.

#### Some Advice . . .

During this transition period, try to restrict your calls to the Credit Union. Call only when it is necessary; many call for daily balance inquiries which just isn't necessary with proper record keeping. When you do need to call, please have your account number (in most instances your employee number) ready along with exactly what information you need. Your cooperation in this matter will help us to serve you better.

### Thank You!

Thanks for the great response to the "Send Me a Mug & Information On:" section in the December issue of *Flying Tigers Review*. We received requests from throughout the system. Your interest in the Credit Union and our new services is appreciated!

### What are Credit Unions All About?

Some of you may be reluctant to join the Credit Union because you're not sure just what it's all about. The following will give you a brief history of credit unions and tell you the basis on which we operate.

#### Credit Unions Celebrate in 1984

This year, federal credit unions across the country will celebrate 50 years of financial service to their members and communities. In recognition of that continuing commitment, President Ronald Reagan has declared June 24-30, 1984 "Federal Credit Union Week" throughout the nation.

In addition, the U.S. Postal Service has issued a commemorative credit union stamp, beginning February 10, 1984, in Salem, MA.

Salem is the birthplace of the founder of the credit union industry in this country, Edward A. Filene.

The chartering of federal credit unions, which number approximately 11,200 nationwide, was first authorized in 1934 when President Franklin Roosevelt signed the Federal Credit Union Act. Since then, federal credit unions have prospered and grown to a \$45 billion industry, representing 26 million members.

Federal credit unions differ from other types of traditional depository institutions in that they are owned and operated by their members. Unlike banks or savings and loan associations, credit unions only offer their services to members who share a "common bond" of employment, residence or association. For example, a credit union's membership can include church members, company employees or a specific community.

Automobile loans, Individual Retirement Accounts, money market certificates, credit cards and home mortgages are among the many services provided by federal credit unions. Federal credit union accounts are insured up to \$100,000 by the federal government.

Your Credit Union has been in existence for more than 35 of the 50 years of credit union history in the United States!

