

 **Voices in**
UNITY • *our members*
• *our profession*

Association of Flight Attendants-CWA, AFL-CIO
42nd Annual Board of Directors Meeting
Orlando, Florida
April 28 - 30, 2014

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

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March 28, 2014

OFFICIAL NOTICE

**ADVANCED AGENDA MAILING
FORTY SECOND AFA-CWA BOARD OF DIRECTORS MEETING**

Dear Board of Directors Member:

The Board of Directors Meeting will take place this year on 28-30 April 2014, at the Doubletree by Hilton Hotel at the Entrance to Universal Orlando, 5780 Major Blvd., Orlando, Florida 32819. The hotel may be reached by phone at (407-351-1000). Enclosed are the advanced agenda items and other related information for the meeting.

Incorporated in this packet is the program of activities, committees and committee assignments, and a numerical index of agenda items. We urge you to review the entire agenda and to familiarize yourself with the issues. **Please bring this BOD packet and a binder to the BOD meeting.**

It is important that you become well acquainted with the mechanics of the meeting. We have scheduled sessions for New Delegate Orientation and Parliamentary Procedures Training, and we encourage everyone to attend. Also, please take some time before the meeting to review certain parts of the AFA-CWA Constitution and Bylaws (C&B). Article V identifies the constitutional parameters and Appendix B describes parliamentary procedures. Unless otherwise provided for in the C&B, all questions of parliamentary law and rules of order will be decided under procedures contained in "The Standard Code of Parliamentary Procedure," which is mandated by Article I.N. of the C&B. Dorothy Demarest will be the parliamentarian at the Board meeting this year.

In the event you are unable to attend the meeting as a regular delegate, please complete the enclosed form for "Representation at BOD Meetings," and return it to the International Office as soon as possible. A completed form must be received by the Credentials Committee prior to the meeting, in order for your Council to be represented.

For the duration of this Board meeting, the term "active member in good standing" in Article V.G.2. of the C&B is defined as those members in good standing as of the close of business on **Thursday, April 17, 2014**. If you wish to verify the roll call determination of your Council, **please do so before the meeting.** You are encouraged to review these numbers and take care of any discrepancies in advance of the meeting. Bob Kenia will also be available in Orlando to discuss any inaccuracies.

In closing, we look forward to seeing you **in uniform** on the first day of the meeting, Monday, April 28th, representing every airline and signifying our profession. Pictures of the MEC's and a group photo will be taken.

In solidarity,

Kevin P. Creighan
International Secretary-Treasurer

KPC:bt
Enclosures



Association of Flight Attendants-CWA

As Stated in the Compilation of Actions

**Thirty-Fourth Board of Directors Meeting
October 16-18, 2007
Phoenix, Arizona**

THEREFORE BE IT RESOLVED that the AFA-CWA Official Policy will be as follows:

Mutual Respect Policy

The Association of Flight Attendants-CWA is opposed to any discrimination based on age, color, disability, gender identity and gender expression.

Among trade unionists there is a very high degree of appreciation of the need to respect the dignity of every individual. Nevertheless in all organizations there should be vigilance to ensure that all participants feel they are able to operate in an atmosphere in which they feel comfortable and safe.

AFA-CWA is committed to creating and maintaining a working environment based on dignity and mutual respect. AFA-CWA will neither condone nor tolerate behavior that undermines the dignity or self-esteem of any individual or creates an intimidating, hostile, abusive or offensive environment. This commitment applies to all officers, members, and staff in AFA-CWA work places, meetings, activities and social gatherings whenever they may take place around the world.

As an employer, the AFA-CWA has a legal as well as moral responsibility to protect its employees from any form of harassment, abuse or similarly unacceptable behavior. This applies to the working environment in all AFA-CWA offices and to AFA-CWA meetings wherever they are held.

What is unacceptable behavior?

Unacceptable behavior includes unwelcome physical, verbal or non-verbal conduct including the use of electronic communication and any behavior that ridicules, intimidates, or is physically abusive or disruptive.

This may have as its focus such things as:

- Race, ethnic origin, nationality, and skin color
- Gender and sexual orientation
- Disabilities or sensory impairments
- Age, health, or physical characteristics
- Religious or political beliefs

This may involve such forms of unwanted behavior as:

- Unwanted physical contact and/or advances
- Physical or sexual assault
- Sexual or compromising propositions
- Racists, sexist or religious jokes
- Offensive language, insults and obscene gestures
- Unwelcome gifts
- Intrusion by pestering or stalking

These lists are not all-inclusive.

Guidelines - AFA Mutual Respect Policy

AFA-CWA is committed to creating and maintaining a working environment based on dignity and mutual respect. This should apply to meetings, socializing and all the events around AFA-CWA activities.

What we ask of you

- To treat everybody, including all AFA-CWA members, leaders and activists, as well as AFA-CWA staff members and meeting guests, with respect and dignity.
- To make absolutely sure your own behavior does not cause offense or misunderstanding and be open to comments from others that you may have caused offense.
- To think before you make personal remarks.
- To accept responsibility for challenging all forms of unacceptable and offensive behavior, and for upholding personal dignity.

Leadership Responsibility

It is the responsibility of the senior AFA officer or representative at a Union meeting or event to:

- Lead by example, setting a proper tone and maintaining an appropriate level of decorum for the meeting or event.
- Bring violations of this policy to the attention of the person(s) involved and ask them to cease and desist or to leave the meeting or event.

We welcome your cooperation in our practical efforts for making AFA-CWA meetings, activities and work places a positive experience for everyone.

##

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

NOTIFICATION OF ATTENDANCE

**AFA Constitution and Bylaws
Article V.H.**

_____ I will attend the meeting as a regular delegate.

NAME

ADDRESS

PHONE NUMBER

AIRLINE/COUNCIL

OFFICE HELD

_____ I will send a representative in my place.

The delegate representing our Council will be:

NAME OF DELEGATE

OFFICE HELD

Note: If you will not be attending, please complete the enclosed representation form and fax back to the International Secretary-Treasurer at 202.434.1319.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA

REPRESENTATION AT BOARD OF DIRECTORS MEETINGS

AFA Constitution and Bylaws
Article V.H.

If a Local Council President is unable to attend for any reason, the Vice President shall attend. If neither the Local Council President nor Vice President is able to attend, the Secretary shall attend. If none of the foregoing is able to attend, the Local Council President shall designate, in writing, another elected delegate, being a member of the Board of Directors from that member's airline, to attend and act as that member's representative. In the event that no such other elected delegate, being a member of the Board of Directors, from that member's airline, is available to act as that member's representative, that member may designate, in writing, any other elected delegate, being a member of the Board of Directors, to attend and act as that member's representative who would then have all the rights and privileges of the original representative. No Council shall have more than one (1) elected delegate as a member of the Board of Directors. Where all members on an airline are furloughed, the last Master Executive Council President or designee on the airline may attend Board of Directors meetings held within one (1) year of the total furlough as an observer with floor speaking privileges, but not as a delegate or voting member.

_____ [DATE] _____ [TIME]

I, _____ / _____, ASSIGN MY
[NAME] [AIRLINE/COUNCIL]

PROXY TO: _____ / _____, TO SERVE
[NAME] [AIRLINE/COUNCIL]

AS MY REPRESENTATIVE AT THE FORTY SECOND BOARD OF DIRECTORS
MEETING.

_____ [SIGNATURE]

NOTE: This must be completed if someone other than the Local President, Vice President, or Secretary will attend as the representative of a Council. If the Local Vice President or Secretary will attend, this should be completed to assist with correct booking of accommodations and other administrative matters.

**(PLEASE PRESENT THIS COMPLETED FORM TO THE CREDENTIALS
COMMITTEE)**

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA

PROXY – REMAIN AT MEETING

AFA Constitution and Bylaws
Article V.I.

If for any reason a member of the Board of Directors can show cause why that member is unable to remain at a meeting of the Board of Directors, that member may designate, in writing, any other member of the Board of Directors, or another officer of the Local Executive Council, in attendance, to act as that member's proxy, with all the rights and privileges of the original representative. A proxy may not be transferred when a proxy holder finds it necessary to depart a meeting. Should the original representative return to the meeting, s/he resumes all of the rights and privileges and the transference of the proxy becomes null and void.

_____ [DATE] _____ [TIME]

I, _____ [NAME] _____ [AIRLINE]

ASSIGN MY PROXY TO

_____ [NAME] _____ [AIRLINE]

_____ [SIGNATURE] _____ [DATE]

(PLEASE PRESENT THIS COMPLETED FORM TO THE CREDENTIALS COMMITTEE)

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

PROGRAM

MEC MEETINGS

AIR TRAN

AIR WISCONSIN

April 26; 10am – 4pm

ALASKA

April 26; 9am – 6pm

AMERICAN EAGLE

CONTINENTAL

CONTINENTAL MICRONESIA

COMPASS

April 27

ENDEAVOR

April 27; 4pm

FRONTIER

HAWAIIAN

April 26; 10am – 4pm

HORIZON

MIAMI

MESA

April 26, 27; 10am – 4pm

OMNI

PIEDMONT

April 26; 10am – 5pm

PSA

SPIRIT

UNITED

April 24, 25, 26, 27 (JNC)

US AIRWAYS

April 27, May 1

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
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PROGRAM

Thursday, April 24, 2014

9:00 am - 5:00 pm AFA Office Open

Friday, April 25, 2014

9:00 am - 5:00 pm AFA Office Open

Saturday, April 26, 2014

9:00 am - 5:00 pm AFA Office Open

5:30 pm - 7:30 pm Finance Committee Meeting
(Dinner provided)

Page 2.

Sunday, April 27, 2014

8:00 am - 5:00 pm	AFA Office Open
8:30 am - 11:30 am	Executive Board Meeting Steering Committee Meetings (<i>Continental Breakfast provided</i>)
12:00 pm - 1:30 pm	Agenda Committee #1 – Budget Meeting (<i>Lunch provided</i>)
12:00 pm - 1:00 pm	Credentials Registration
1:30 pm - 3:00 pm	Strategic Planning Session Future Prospectives
3:15 pm - 4:00 pm	Parliamentary Procedures Training - <i>Dorothy Demarest</i>
4:00 pm - 4:45 pm	New Delegate Orientation
5:00 pm - 6:30 pm	Demonstration of New Election Procedures
7:00 pm - 8:00 pm	Budget Review

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Monday, April 28, 2014

7:30 am - 7:30 pm

AFA Office Open

8:00 am - 9:00 am

Credentials Registration

9:00 am - 12:00 pm

**FORTY SECOND BOARD OF DIRECTORS
MEETING**

- Pledge of Allegiance
- Singing of the National Anthem
Lauren Bowen
- Call to Order by International President
 - Welcome
Thomas E. Perez (invited)
Secretary, Department of Labor
 - Oath of Office
 - Roll Call of Delegates and
Vote Determination
 - Announcement of Unrepresented
Councils
 - Communications
 - Reports of International Officers:
 - International President
 - International Vice President
 - International Secretary-Treasurer
 - Ratification of Agenda
Committee Assignments

12:00 am – 12:30 pm

BOD & MEC Leaders Group Photo
(In Uniform)

12:30 pm - 1:30 pm

LUNCH (provided)

Page 4.

Monday, April 28, 2014 continued:

1:30 pm - 6:00 pm

1:30 pm - 1:45 pm

1:45 pm - 2:15 pm

2:15 pm - 2:45 pm

3:00 pm - 4:30 pm

4:30 pm - 5:30 pm

6:00 pm - 7:30 pm

8:00 pm - 9:30 pm

Tuesday, April 29, 2014

7:30 am - 9:00 pm

8:30 am - 10:00 am

8:30 am - 8:45 am

8:45 am - 9:45 am

10:00 am - 1:00 pm

2:00 pm - 3:30 pm

MEETING CONTINUES

- First Call for Late Agenda Items
- Finance Committee Report
- ***OSHA Presentation***
Dr. David Michaels
Assistant Secretary of Labor for
Occupational Safety & Health
Department of Labor
- Agenda Committee Meetings

Awards Presentation:

- *President's Volunteer Service Award*
- *Peggy Price LEC EAP Award*
- *Terri Owen Government*
Affairs Activists Award
- *Air Safety Award*
- *Edith Lauterbach Merit Award*

RECEPTION

Candidates' Forum

AFA Office Open

MEETING CONTINUES

- Last Call for Late Agenda Items
- Action on Agenda Items

International Officer Elections

LUNCH (ON OWN)

Tuesday, April 29, 2014 continued:

3:30 pm - 6:00 pm

MEETING CONTINUES

3:30 pm - 4:00 pm

- Leadership Development Committee Report

4:00 pm - 5:00 pm

- Action on Agenda Items

5:00 pm - 6:00 pm

- Agenda Committee Meetings

6:00 pm - 7:30 pm

DINNER (ON OWN)

7:30 pm - 9:00 pm

- Agenda Committee Meetings

Wednesday, April 30, 2014

7:30 am - 5:00 pm

AFA Office Open

8:30 am - 12:00 pm

MEETING CONTINUES

8:45 am - 10:45 am

- Legislative Policy Committee Report
"Boot Camp"

- Action on Agenda Items

12:00 pm - 1:30 pm

LUNCH (ON OWN)

1:30 pm - 5:00 pm

MEETING CONTINUES

- Agenda Committee Meetings

- Action on Agenda Items

- Good and Welfare

5:00 pm

ADJOURNMENT

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
COMMITTEES OF THE
BOARD OF DIRECTORS AND EXECUTIVE BOARD
June 2012 – May 2014**

Board of Directors

Continuing Committees

Finance – 6/1/2012-5/31/2014

Brenda Barrall, ARW MECP [under 500]
Terry Taylor, ALA 19 Member [501-2,999]
Jeff Heisey, UAL MEC S-T [over 3,000]
Randy Hatfield, CAL MEC S-T [any]
VACANCY [any]

Negotiations Policy – 6/1/2012-5/31/2014

Ed Hawes, HZN 16 VP
Doris Davis, MSA 79 Member
Helen McArdle, UAL 10 Member
Deb Sutor, AMR MEC VP

International Affairs – 6/1/2012-5/31/2014

Natasha Glasper, MIA 80 LECP
Rick Gonzalez, UAL 38 LECP
Jason Meyer, SPR 78 LECP
Manny Mireles, CAL 64 LECP

Leadership Development – 6/1/2012-5/31/2014

Andreas Curlee, UAL 21 Member
Chantil Huskey, MSA 79 Member
* Anita Jwanouskos, PED 61 LECP
Deb Volpe, USA 66 LECP

Strategic Planning Committee – 6/1/12-5/31/14

Catriona Bagley, CPZ 81 LECP [under 500]
Heather Coleman, HZN 16 LECP [under 500]
Todd St. Pierre, SPR MECP [501-2,999]
T.J. Sesko, UAL 08 Member [over 3,000]
Marcus Valentino, CAL MECP [any]

**Political Legislative Policy Committee –
1/1/2013 – 12/31/2014**

Mary Oswald, AMR MEC GA Chair
Beverly Bullock, ALA MEC GA Chair
* Debbie Golombek, UAL MEC GA Chair
Justin Phillips, MSA56 Member
VACANCY [Alternate]

Crew Accommodations and Transportation

Policy Committee – 6/1/2012 – 5/31/14

Jaime Martinez, ARW 03 Member [under 500]
Leah Thomas, MSA 56 Member [under 500]
Franz Decordova, MIA 80 S-T [under 500, Charter]
Jody Compton, USA 89 Member [over 3,000]
Joey Guider, CAL 62 LECP 62 [over 3,000]

Executive Board Committees

Organizing Committee

Greg Davidowitch, UAL MEC President
Natasha Glasper, MIA MEC President
Sharon Soper, HAL MEC President
VACANCY
VACANCY [Alternate]

Constitutional Review Committee

Tim Evenson, EDV 48 LEC President
Linda Farrow, UAL MEC VP

Ethical Practices 3/10-12/31/2014

Greg Davidowitch, UAL MEC President
Marcus Valentino, CAL MEC President
Alison Head, ATR MEC President

National Safety Committees

Health Committee

Adam Novish, CAL 63

Society of Automotive Engineers

Ronda Ruderman, ALA 19

Aircraft Technical Committee

Ronda Ruderman, ALA 19
Melissa Madden, UAL 08

Flight Security Committee

John Black, UAL 11

* Denotes Chairperson

Updated 28 March 2014

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

MEETING COMMITTEES

CREDENTIALS COMMITTEE

Travis Bruce, ATR 57 LEC President

* Natasha Glasper, MIA 80 LEC President

Jason Meyer, SPR 78 LEC President

STEERING COMMITTEE

Jeffrey Peterson, ALA MEC President

Marcus Valentino, CAL MEC President

Rebecca Reiners, EDV MEC President

Sharon Soper, HAL MEC President

Lexie Graham, HZN MEC President

Brian Manning, MSA MEC President

Todd St. Pierre, SPR MEC President

Gregory E. Davidowitch, UAL MEC President

Roger Holmin, USA MEC President

* Denotes Temporary Chairperson

Memo

- Association of Flight Attendants-CWA, AFL-CIO

TO: Members of the Board of Directors

FROM: Kevin P. Creighan, International Secretary-Treasurer

SUBJECT: Advanced Agenda Items and Committee Assignments

RE: 2014 Board of Directors Meeting

DATE: 28 March 2014

In accordance with Article V.J.1.c. of the AFA-CWA Constitution and Bylaws, the International Officers are charged with making advanced agenda item assignments and determining the number of Agenda Item Committees required at the Board of Directors meeting.

In reviewing the advanced agenda items for this meeting, we tried to assign items of a similar nature to the same committee.

Further, the Committee assignments were made using a rotational system according to Airline and Council order, except that the Budget Committee was selected in accordance with Article V.J.1.d. of the Constitution and Bylaws.

KPC:bt

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT:

STATEMENT OF QUESTION:

SOURCE AND DATE SUBMITTED:

BACKGROUND INFORMATION:

PROPOSED RESOLUTION:

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

AGENDA ITEM COMMITTEE INSTRUCTIONS

Each delegate has been assigned to an Agenda Item Committee. When the meeting is recessed for committee meetings, all delegates should go to their sessions in the assigned meeting rooms.

The International Officers have designated a Temporary Chairperson for each committee. The first order of business will be the election of a permanent Committee Chairperson.

Committee Review of Assignments

Your Committee Chairperson will read the Agenda Item. The Committee should:

Determine the exact issue of each agenda item.

Combine items of the same general subject to be dealt with as a single agenda item.

Carefully review items involving current AFA policy, the ability to implement them, and the relationship of the proposal to the existing policy on the subject.

Solicit viewpoints available from delegates or staff with specialized knowledge on the subject.

Developing Committee Recommendations

Once the Committee agrees on the general tenor of the recommendation, the Chairperson will assign several members to draft a recommendation including the actual language to be acted on, where a change in either the Constitution and Bylaws or Policy Manual is necessary to carry out the recommendation.

Recommendations involving current policy should contain a provision to revoke, modify or affirm present policy or any prior Board action on the subject.

One area of question that comes up year after year is the difference between an amendment and an amendment by substitution. When the wording or effect of a motion as proposed is not satisfactory, it is sometimes better to reword the motion and propose it as an amendment by substitution. The amendment must be germane to the subject of the original motion, but it may differ completely from the original motion in wording, purpose and effect.

Here is an example:

The main motion is to increase the dues by \$10.

An amendment is made to increase the dues by \$6.

A substitute amendment would be to increase dues with a sliding scale that retains \$48 as the floor for income levels \$18,000 - \$23,000 and so on. The subject remains that of increasing dues, but the method is distinctly different and therefore considered a substitution.

When the Committee adopts a recommendation on the agenda item, the Chairperson will complete the Committee Recommendation Form in the agenda item file folder and return the entire folder to the Steering Committee.

Follow-Up

The Board cannot act on an agenda item until your Committee recommendation is:

Drafted, adopted by the Agenda Item Committee, and returned to the Steering Committee.

Typed and distributed to the delegates by the meeting office.

Scheduled for floor action by the Steering Committee.

The resolution drafted, as finally agreed upon in the Agenda Item Committee, should be placed in the agenda item file folder and given to the Steering Committee Chairperson without delay. Do not wait until action on all subject assignments has been completed. Should your committee experience difficulty in completing its workload, the Steering Committee will assist you or reassign an item to another committee.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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INSTRUCTIONS FOR CHAIRPERSONS OF AGENDA ITEM COMMITTEES

1. The Temporary Committee Chairperson shall obtain all agenda item file folders assigned to her/his committee from the Steering Committee, then determine if all assigned delegates are present.
2. Elect a permanent Chairperson of your committee when you meet in the assigned meeting room.
3. You may combine one or more agenda items on the same general subject and address them as a single agenda item.
4. Read the agenda item to your committee. It is very important that the question to be decided is perfectly clear to the committee. If there is any doubt, the Steering Committee should be consulted.
5. Review the pertinent AFA policy on the agenda item. Solicit viewpoints available to the committee from delegates or staff with specialized knowledge on the subject. If present AFA policy is involved, the committee recommendation should specifically contain a provision revoking, modifying or affirming present policy.
6. Assign several committee members to draft the exact language of the recommendation once the committee has agreed upon the general tenor of its recommendation on a particular subject.
7. When your committee adopts a recommendation on the agenda item, fill out the committee recommendation form, noting Agenda Item Number, Committee Number, Subject, and Recommendation.
8. Deliver the complete agenda item file folder (containing agenda item, background information, and committee recommendation form) to the Steering Committee as soon as possible. Do not wait until you have completed all of your subject assignments.
9. The Steering Committee will arrange for your recommendation to be typed in the meeting office. You will be periodically asked by the Steering Committee to review and sign proposed resolutions for Board action.
10. During the floor session you will be called to report to the rostrum. You will be given the completed agenda item file folders which contain your committee's proposed resolution for Board action.
Read the following to the delegates:
 State: Agenda Item Number
 State: "The Committee Recommendation is" (and read the entire resolution starting with the first WHEREAS clause)
11. At the conclusion of the recommendation you should sponsor the resolution by stating,
 "And I So Move"
 A Committee recommendation needs no second to the motion.

12. When speaking to the Committee Recommendation, briefly state for the record the main points that were debated in Committee and the prime reasons the Committee selected one position over another.
 - If the committee **FAVORS** the resolution, say “the committee recommends that the resolution be adopted as proposed.”
 - If the committee recommends **AMENDING** the motion, say “the committee recommends that the resolution be amended as follows (explain what changes the committee proposes). And I so move.”
 - If the committee recommends a **SUBSTITUTE**, say “the committee recommends the following substitute (read the substitute motion). And I so move.”
 - If the committee is **OPPOSED** to the motion, say “the committee recommends that you ‘Vote No’ on this resolution.”
NOTE: This is a change from the previous procedures.
 - If the committee is **UNDECIDED** as to what action should be taken, say “the committee sends this motion to the Board without recommendation.”
13. After Board action, return the agenda item file folder to the Steering Committee Coordinator before you leave the rostrum.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
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ORLANDO, FLORIDA

AGENDA ITEM INDEX

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<u>Advanced Agenda Items</u>		
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**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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SUBJECT

COMMITTEE #

Late Agenda Items

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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Late Agenda Items (cont.)

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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AGENDA COMMITTEE #1 - BUDGET

Yvette Gesch – ALA MEC Secretary-Treasurer

Manny Mireles – CAL 64 LEC President

Sherrie Thompson – FA9 MEC Secretary-Treasurer

Heather Coleman – HZN 16 LEC President

Nicole Trupiano – SPR 76 LEC President

Dante Harris – UAL 12 LEC President

FINANCE COMMITTEE

Terry Taylor – ALA Member

Brenda Barrall – ARW 03 LEC President

* Randy Hatfield – CAL MEC Secretary-Treasurer

Jeffrey Heisey – UAL MEC Secretary-Treasurer

o Lexie Graham – HZN MEC President

*** Denotes Chairperson**

o Denotes Steering Committee Member

SEE REVERSE SIDE FOR AGENDA ITEM ASSIGNMENTS

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
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AGENDA COMMITTEE #1 - BUDGET

<u>ITEM #</u>	<u>SUBJECT</u>	<u>COMMITTEE #</u>
1	2014-2015 Proposed AFA-CWA Annual Budget	1
14	Representation at District and State Meetings	1

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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ORLANDO, FLORIDA**

AGENDA COMMITTEE #2

* Sandra Morrow – ALA 18

Deborah Baldwin – AMR 59

Catriona Bagley – CPZ 81

Kirk Hansen – HZN 17

Lisa Heinselman – PSA 75

Christine Black – UAL 11

o Jeffrey Peterson – ALA MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
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ORLANDO, FLORIDA

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AGENDA COMMITTEE #3

Laura Masserant – ALA 19

Ernie Lazernick – ARW 28

Ayse May – EDV 45

Natasha Glasper – MIA 80

Jason Meyer – SPR 78

Kevin Batey – UAL 14

* Dianne Britton – USA 41

o Rebecca Reiners – EDV MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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AGENDA COMMITTEE #3

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AGENDA COMMITTEE #4

Rebecca Strachan – ALA 30

Julie Biggar – ARW 29

Oscar Ochomogo – EDV 46

Cindy Harris – MSA 56

* Ken Diaz – UAL 5

Michael Blake – UAL 20

Deborah Volpe – USA 66

o Marcus Valentino – CAL MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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AGENDA COMMITTEE #5

Catherine Gwynn – ALA 39

Travis Bruce – ATR 57

* Tim Evenson – EDV 48

Andy Ferguson – MSA 79

Anthony King – UAL 7

Todd Failla – UAL 21

Terry Graf – USA 70

o Sharon Soper – HAL MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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AGENDA COMMITTEE #6

James Alexander – AMR 51

* Joey Guider – CAL 62

Angie Reed – FA9 71

Carol Denecke – MSA 88

Paul Antuna – UAL 8

Tina Martinez – UAL 25

Catherine Bossi – USA 89

o Brian Manning – MSA MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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AGENDA COMMITTEE #7

* Robert Barrow – AMR 52

Jason Jarrell – CAL 63

Scott Akau – HAL 43

Michelle Oden – OAI 72

Kenneth Kyle – UAL 9

Nara Nakulan – UAL 26

o Todd St. Pierre – SPR MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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AGENDA COMMITTEE #8

Jon Orozco – AMR 58

Suzanne Hendricks – CMI 65

Melissa Hooper – HAL 47

Anita Jwanouskos – PED 61

* Diane Tucker – UAL 10

Andrew Fahy – UAL 27

o Greg Davidowitch – UAL MEC President

* Denotes Chairperson

o Denotes Steering Committee Member

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Association of Flight Attendants-CWA, AFL-CIO
42nd Annual Board of Directors Meeting
Orlando, Florida
April 28 - 30, 2014

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
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ITEM #

SUBJECT

COMMITTEE #

Advanced Agenda Items

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: 2014-2015 Proposed AFA-CWA Annual Budget

STATEMENT OF QUESTION:

Should the 2014-2015 proposed AFA-CWA Annual Budget be adopted as proposed?

SOURCE AND DATE SUBMITTED: International President – February 27, 2014

BACKGROUND INFORMATION:

See attached Memo from the International Secretary-Treasurer and the 39-page budget.

PROPOSED RESOLUTION:

WHEREAS, this balanced budget focuses the resources of the Union on achieving the priorities established by the Board of Directors; and,

WHEREAS, input has been received from many sources and is in full compliance with the AFA-CWA Merger Agreement; and,

WHEREAS, this budget fully enables AFA-CWA to operate within its means;

THEREFORE BE IT RESOLVED, that the 2014-2015 proposed AFA-CWA Annual Budget is adopted as proposed.

MEMORANDUM - Association of Flight Attendants-CWA, AFL-CIO

TO: AFA-CWA Board of Directors

CC: International Officers

FROM: Kevin P Creighan, International Secretary-Treasurer

SUBJECT: **Proposed AFA-CWA Annual 2014-2015 Budget – Agenda Item #1**

DATE: 28 March 2014

Dear Board Members:

The Proposed AFA-CWA Annual 2014-2015 Budget, which is Agenda Item #1, is attached.

First and foremost, the development of the budget was focused on the priorities of the Union, so that we provide members with the best possible representation. We have built this budget using all constitutional parameters as they exist in our Constitution and Bylaws.

Input has been received from many sources. MEC Presidents provided us with their completed surveys related to negotiations and system board budgets. The Collective Bargaining and Legal Departments provided guidance and input on these as well. Additional information was provided by the Officers, all other Departments, and the ISR's. Very importantly, the elected leaders on the AFA Finance Committee provided invaluable input.

Revenue, for the most part is based upon our existing membership at the current CWA Dues Average, which is \$48.00 per member per month. As USAirways continues in their merger with American, and the representation election decided, their dues will adjust to the APFA rate of \$41.00 per member per month. This budget anticipates that change. Furthermore, as AirTran completes their merger with Southwest, revenue projections for that event have been included.

While we are reflecting a balanced budget proposal, key points to consider are the following: (1) reliance upon reserve funds; (2) anticipated expenses that are projected to increase over the current year; and, (3) future considerations beyond 2015.

We hope to address many of your questions about this 42-page document in various ways ahead of our scheduled meeting. Conference calls will be scheduled to focus on the key points within the budget as well as the agenda items or feel free to phone or email me if you have any questions. Finally, let any of the International Officers know if you would like their attendance at your Local Meeting prior to the BOD.

501 Third Street NW, Washington DC 20001
(Phone: 800.424.2401 – Fax: 202.434.1319)

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28-30, 2014
ORLANDO, FLORIDA

SUBJECT: BOD Meetings – Dates (Article V.D.1.)

STATEMENT OF QUESTION:

Should the period of time to conduct the annual BOD Meeting be expanded?

SOURCE AND DATE SUBMITTED: Finance Committee – February 27, 2014

BACKGROUND INFORMATION:

The current time period from 01 February through 30 April was determined when AFA-CWA realigned its fiscal year to begin on June 1. The 30 April date was to ensure we conducted our meeting before the CWA budget process was completed.

The current time frame works fine, but could be improved by expanding to include the month of May. This would increase the number of potentially affordable properties as it would increase the number of locations at less than peak season pricing. While it is understood that many holidays fall in this window, including Easter and Memorial Day, these holidays are generally not suitable due to availability, pricing and travel arrangements for attendees.

PROPOSED RESOLUTION:

WHEREAS, AFA-CWA conducts its Annual Board of Directors meeting some time during the months of February through April, and extending this period slightly would increase the potential number of affordable locations at which to conduct this meeting,

THEREFORE BE IT RESOLVED that Article V.D.1 be amended to read:

D. Regular and Special Meetings

1. A regular meeting of the Board of Directors shall be held once every year. The date shall be between 01 February and ~~30~~April **31 May**. The regular annual Board of Directors meeting shall be held at the location designated by the Board of Directors. Reasonable and adequate hotel accommodations, in the form of single rooms, will be provided, unless otherwise specified. If price, availability, location and amenities are comparable, preferred lodging is at a union hotel. Special consideration shall be given to those hotels that provide rooms with windows that open and food availability 24 hours a day located within the hotel, such as room service or lounge menu availability.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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SUBJECT: Allowable Expenses for Child Care (Section IV.A.1.h.)

STATEMENT OF QUESTION:

Should Section IV.A.1.h. of the AFA-CWA Policy Manual be amended to allow the maximum reimbursement for child care to be increased from seven dollars and fifty cents (\$7.50) to ten dollars (\$10.00) per hour?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 5, 7, 8, 9, 10, 11, 12, 14, 20, 21, 25, 26, 27, 38; USA 66 - February 26, 2014

BACKGROUND INFORMATION:

In November of 2001, the AFA Board of Directors approved an increase for child care from five dollars (\$5.00) to seven dollars and fifty cents (\$7.50) per hour as the \$5.00 did not cover many AFA volunteers' out of pocket expenses particularly if they had more than one child. That Board just increased the per hour rate regardless of how many children a volunteer had. In 2014, the cost of child care has increased with inflation.

PROPOSED RESOLUTION:

WHEREAS, we want to provide every opportunity for AFA-CWA members to become volunteers; and,

WHEREAS, seven dollars and fifty cents per hour is inadequate; and,

WHEREAS, Section IV.A.1.h. provides for reimbursement with a receipt and the approval of the Local or Master Executive Council President;

THEREFORE BE IT RESOLVED, that Section IV.A.1.h. of the AFA-CWA Policy Manual will be amended to read:

- h. Allowable expenses up to ~~seven dollars and fifty cents (\$7.50)~~ **ten dollars (\$10.00)** per hour for child care with receipt and approval of Local Council or Master Executive Council President.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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SUBJECT: CWA National Programs II

STATEMENT OF QUESTION:

Should the AFA-CWA Board of Directors eliminate funding to the CWA National Programs II?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 7, 9, 10, 12, 21, 25, 26, 38, 42; USA 66 – February 26, 2014

BACKGROUND INFORMATION:

No provision in the February 2004 Merger Agreement between AFA and CWA contains the requirement for AFA to be charged a per member fee as an autonomous Sector of CWA. The Merger Agreement does require that the merger will provide for the retention of all AFA programs and services, that AFA and CWA will explore all opportunities to take full advantage of the Merger to preserve and enhance services and programs for the benefit of the membership and that AFA and CWA are committed to structuring the merger to provide AFA with short-term and long-term stability and funding to maintain and enhance AFA programs and services for members. The arbitrary imposition of a per member monthly surcharge to fund Departments of CWA, most of which are of no benefit or service to AFA members, is interfering with our ability to offer the programs and services our members expect and deserve.

PROPOSED RESOLUTION:

WHEREAS, the Merger Agreement signed by representatives of both AFA and CWA ensures the continuation and enhancement of all services and programs for the benefit of AFA members; and,

WHEREAS, previous years AFA budgets that complied with the demand of CWA to pay a monthly per member surcharge has inhibited our ability to provide those programs and services; and,

WHEREAS, the Merger Agreement between AFA and CWA does not reference any such surcharge;

THEREFORE BE IT RESOLVED, that the AFA-CWA Board of Directors directs the AFA-CWA International Secretary-Treasurer to present a proposed Budget to the 2014 Board of Directors that eliminates any such surcharge; and,

BE IT FINALLY RESOLVED, that any dispute between AFA and CWA concerning the arbitrary imposition of this surcharge is submitted to arbitration in accordance with the provisions of the September 2006 Addendum to the AFA-CWA Merger Agreement.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
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SUBJECT: Decision Making and Ethical Accountability (Article XV.D.)

STATEMENT OF QUESTION:

Should the AFA-CWA Board of Directors add a provision to Article XV, Ethical Practices Code to prevent officers or representatives from entering into agreements with an employer without the knowledge and consent of the MEC President for those Flight Attendants the agreement references?

SOURCE AND DATE SUBMITTED: CPZ 81; UAL 10, 12, 21; USA 66 – February 26, 2014

BACKGROUND INFORMATION:

The Master Executive Council President is the spokesperson for all Flight Attendants at a specific airline represented by the Association of Flight Attendants-CWA. It is of the utmost importance for the MEC President to have knowledge of any agreement that references Flight Attendants at the airline for which she/he represents. Recently, there have been cases where agreements with management were made on behalf of/or referring to Flight Attendants without the knowledge of their MEC President. This type of behavior is unethical and must be addressed by the AFA-CWA Board of Directors.

PROPOSED RESOLUTION:

WHEREAS, the MEC President is the official Union spokesperson and chief executive officer for that airline; and,

WHEREAS, any agreements between AFA-CWA and the employer should be authorized by the Master Executive Council of that airline;

THEREFORE BE IT RESOLVED, that Article XV.D. be rewritten to read as follows:

- D. No AFA-CWA Officer or representative shall enter into any agreement with an airline's management concerning or referring to Flight Attendants without the express knowledge and consent of that airline's Master Executive Council President or her/his designee.**

BE IT FINALLY RESOLVED, Article XV, current Paragraphs D, E, F, and G will be re-lettered to accommodate the change to paragraph D.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
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SUBJECT: Direct Membership Election of International Officers
(Article VIII.A.)

STATEMENT OF QUESTION:

Should the AFA-CWA Constitution and Bylaws (Article VIII.A.) be amended to provide for Direct Membership Election of the International Officers?

SOURCE AND DATE SUBMITTED: CAL 62, 63, 64 – February 27, 2014

BACKGROUND INFORMATION:

The flight attendants at subsidiary Continental have, for many years, had the ability to elect their representatives at all levels of their union. This process has provided subsidiary Continental flight attendants with the ability to be directly involved and engaged in the selection of their leaders.

PROPOSED RESOLUTION:

WHEREAS, achieving a more inclusive and democratic union serves the interest of all members of AFA-CWA; and,

WHEREAS, direct membership election of union officers not only provides for a more inclusive and democratic union, it encourages greater membership involvement and engagement in the union and in the selection of their leaders;

THEREFORE BE IT RESOLVED that the AFA-CWA Constitution and Bylaws Article VIII, Section A, paragraphs 1 - 6 be amended to read as follows:

1. Nomination Procedures:

No later than one hundred and fifty (150) days before the second day of the regular meeting of the Board of Directors, the International Secretary-Treasurer of the Union shall cause nominating ballots, commitment to serve statements and cover letters to be mailed to all active members of all Local Councils within the United States. For all Local Councils located outside of the United States the time frame shall be two hundred and ten (210) days before the start of the term of office. For newly organized carriers, the nominating ballots, commitment to serve statements and cover letters shall be mailed to all active members of

Local Councils no later than sixty (60) days following the appointment of Temporary Master Executive Council Officers.

b. Nomination procedures shall be conducted by secret ballot.

c. (1) Each active member in good standing may nominate one (1) candidate for the office of President, Vice President and Secretary-Treasurer.

(2) The member shall be responsible for determining that nominee's commitment to serve prior to nomination.

d. Nominating ballots, executed by active members in good standing, shall be sent to the International Secretary-Treasurer of the Union prior to the count date specified on said nominating ballot.

e. Nominating ballots of active members in good standing shall be certified and tallied under the supervision of the Ballot Certification Committee at the International Office.

f. (1) The Ballot Certification Committee shall determine a candidate's commitment to serve as an elected Officer by any one (1) of the following:

(a) Receipt of a commitment to serve card with the nomination ballot.

(b) Written notification prior to the count date.

(c) Checking the indicated block on the transmittal envelope.

(2) If a commitment to serve has not been indicated as outlined in C.1.f.(1) above, the AFA Membership Services Department will contact the nominee through email, phone calls(s), and regular mail letter requesting a commitment to serve statement, with the exception that no email, phone calls(s), and regular mail letter will be sent to a candidate with less than two (2) nomination votes. Verbal confirmation upon receipt of email, phone calls(s), and regular mail letter, confirmed in writing, may also serve as notification of a candidate's commitment to serve.

(3) The International Secretary-Treasurer of the Union shall cause the names of all nominees who received at least two (2) nomination ballots and who have indicated their commitment to serve to be placed on the official International Officer election ballot.

2. Election Procedures

- a. (1) No later than ninety (90) days before the start of the term of office, the International Secretary-Treasurer of the Union shall cause election ballots to be mailed to all active members of those Local Councils within the United States. For all Local Councils located outside of the United States, ballots will be mailed one hundred and twenty (120) days before the start of the term of office. The election ballot shall list the names of the nominees for each International Officers office in alphabetical order. Each active member in good standing may vote for one (1) candidate for each International Officers office. Nothing in this Constitution and Bylaws shall prohibit the write-in and election of an eligible member for International Officers office.
3. a. (1) Such election shall be conducted by secret ballot.
 - (2) International Officer election ballots executed by the active members in good standing of each Local Council shall be returned to the International Office no later than sixty (60) days before the start of a term of office, or before a date established by the International Secretary-Treasurer of the Union. Ballots shall be validated and tallied under the supervision of the Ballot Certification Committee.
4. Recognizing the history and tradition of the representative election process under the current AFA-CWA Constitution and Bylaws, any remaining votes NOT cast directly by members though the balloting process outlined above, shall be cast by the Local Council President of that AFA-CWA Local Council.
5. After each council's remaining votes have been cast and tallied, the election results shall be certified and the International Secretary-Treasurer of the Union shall promptly mail a copy of such certification to the successful candidates and to all the respective Local Council members.
6. All nomination and election ballots and the transmittal envelopes, in which they were received, shall be retained at the International Office for at least the duration of the terms of office for which the balloting was conducted.
 - (3) In cases where ties develop in the election process, the two (2) or more candidates who are tied shall participate in a runoff election by mail ballot that will be held as soon as practicable after the initial balloting is completed.
 - (4) In the event no eligible member is elected as International President, Vice President or Secretary, the International Secretary-Treasurer of the Union shall immediately arrange for additional balloting for such office.

b. The election of International Officers shall be completed and the successful candidates notified of their election by the International Secretary-Treasurer of the Union no later than the first day of the month proceeding the term of office.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Direct Membership Election of Master Executive Council Officers
(Article VIII.B.)

STATEMENT OF QUESTION:

Should the AFA-CWA Constitution and Bylaws (Article VIII.B.) be amended to provide for Direct Membership Election of Master Executive Council Officers by the membership of each AFA-CWA airline?

SOURCE AND DATE SUBMITTED: CAL 62, 63, 64 – February 27, 2014

BACKGROUND INFORMATION:

The flight attendants at subsidiary Continental have, for many years, had the ability to elect their representatives at all levels of their union. This process has provided subsidiary Continental flight attendants with the ability to be directly involved and engaged in the selection of their leaders.

PROPOSED RESOLUTION:

WHEREAS, achieving a more inclusive and democratic union serves the interest of all members of AFA-CWA, and

WHEREAS, direct membership election of union officers not only provides for a more inclusive and democratic union, it encourages greater membership involvement and engagement in the union and in the selection of their leaders,

THEREFORE BE IT RESOLVED that the AFA-CWA Constitution and Bylaws Article VIII, Section B, paragraphs 1 - 2 be amended and replaced with the following:

1. Nomination Procedures

- a. **No later than one hundred and fifty (150) days before the start of the term of office, the International Secretary-Treasurer of the Union shall cause nominating ballots, commitment to serve statements and cover letters to be mailed to all active members of all Local Councils within that MEC. For all Local Councils located outside of the United States the time frame shall be two hundred and ten (210) days before the start of the term of office. For newly organized carriers, the nominating ballots, commitment to serve statements and cover letters**

shall be mailed to all active members of Local Councils no later than sixty (60) days following the appointment of Temporary Master Executive Council Officers.

b. Nomination procedures shall be conducted by secret ballot.

c. Each active member in good standing may nominate one (1) candidate for the office of President, Vice President and Secretary.

d. Nominating ballots, executed by active members in good standing, shall be sent to the International Secretary-Treasurer of the Union prior to the count date specified on said nominating ballot.

e. Nominating ballots of active members in good standing shall be certified and tallied under the supervision of the Ballot Certification Committee at the International Office.

f. (1) The Ballot Certification Committee shall determine a candidate's commitment to serve as an elected Officer by any one (1) of the following:

(a) Receipt of a commitment to serve card with the nomination ballot.

(b) Written notification prior to the count date.

(c) Checking the indicated block on the transmittal envelope.

(2) If a commitment to serve has not been indicated as outlined in C.1.f. (1) above, the AFA Membership Services Department will contact the nominee through email, phone calls(s), and regular mail letter requesting a commitment to serve statement, with the exception that no email, phone calls(s), and regular mail letter will be sent to a candidate with less than two (2) nomination votes. Verbal confirmation upon receipt of email, phone calls(s), and regular mail letter, confirmed in writing, may also serve as notification of a candidate's commitment to serve.

(3) The International Secretary-Treasurer of the Union shall cause the names of all nominees who received at least two (2) nomination ballots and who have indicated their commitment to serve to be placed on the official Master Executive Council Officers election ballot.

2. Election Procedures

(1) No later than ninety (90) days before the start of the term of office, the International Secretary-Treasurer of the Union shall cause election ballots to be mailed to all active members of those Local Councils within the United States scheduled for Master Executive Council

Officer elections as provided in Section 3. below. For all Local Councils located outside of the United States, ballots will be mailed one hundred and twenty (120) days before the start of the term of office. The election ballot shall list the names of the nominees for each Master Executive Council office in alphabetical order. Each active member in good standing may vote for one (1) candidate for each Master Executive Council office. Nothing in this Constitution and Bylaws shall prohibit the write-in and election of an eligible member for Master Executive Council office. Such election shall be conducted by secret ballot.

3. Master Executive Council Officer election ballots executed by the active members in good standing of each Local Council shall be returned to the International Office no later than sixty (60) days before the start of a term of office, or before a date established by the International Secretary-Treasurer of the Union. Ballots shall be validated and tallied under the supervision of the Ballot Certification Committee.
4. Recognizing the history and tradition of the representative election process under the current AFA-CWA Constitution and Bylaws, any remaining votes NOT cast directly by members through the balloting process outlined above, shall be cast by the Local Council President of each AFA-CWA Local Council in that MEC.
5. After each Local Council's remaining votes have been cast and tallied, the election results shall be certified and the International Secretary-Treasurer of the Union shall promptly mail a copy of such certification to the successful candidates and to all the respective Local Council members.
6. All nomination and election ballots and the transmittal envelopes in which they were received, shall be retained at the International Office for at least the duration of the terms of office for which the balloting was conducted.
 - (3) In cases where ties develop in the election process, the two (2) or more candidates who are tied shall participate in a runoff election by mail ballot that will be held as soon as practicable after the initial balloting is completed.
 - (4) In the event no eligible member is elected as Master Executive Council President, Vice President or Secretary, the International Secretary-Treasurer of the Union shall immediately arrange for additional balloting for such office.

- b. The election of Master Executive Council Officers shall be completed and the successful candidates notified of their election by the International Secretary-Treasurer of the Union no later than the first day of the month preceding the term of office. These amendments shall take effect for all elections commencing voting on or after June 1, 2013.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Dues Obligations on Maternity/Paternity Leave (Article XI.A.6.)

STATEMENT OF QUESTION:

Should the AFA-CWA consider a dues reduction for individuals on a maternity/paternity leave?

SOURCE AND DATE SUBMITTED: CAL 64 - February 27, 2014

BACKGROUND INFORMATION:

Historically, members of the AFA-CWA have been required to pay dues for the first 90 days while out of work, regardless of the reason. This causes a financial hardship on members at a time when income is reduced.

PROPOSED RESOLUTION:

WHEREAS, AFA-CWA should minimize the dues obligations for members on a maternity/paternity leave of absence and no longer receiving income from the carrier; and

WHEREAS, Article XI.A.6. specifies dues obligations;

THEREFORE BE IT RESOLVED that the AFA-CWA Constitution and Bylaws, Article XI.A.6. be amended to read as follows:

Article A.6.

6. Payment of dues shall be required of all members that are on active status during a month or any portion thereof. If a member is on a leave of absence for a full month or longer due to military service **or maternity/paternity leave** and is no longer receiving compensation through a carrier, that member will not be required to continue payment of dues. After the first ninety (90) days of removal from service and no longer receiving compensation through a carrier for disability leave, payment of dues shall not be required.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Electronic Communications, Website, and Social Media Policy
(Section II.K.)

STATEMENT OF QUESTION:

Should the AFA-CWA Board of Directors amend the Constitution and Bylaws to add an Electronic Communications, Website, and Social Media Policy?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 10, 12, 21, 25; USA 66 – February 21, 2014

BACKGROUND INFORMATION:

AFA-CWA strongly supports the use of Electronic Communications, Websites and Social media to advocate for important issues facing members. These various tools have become integral in our everyday representation of Flight Attendants. Local Councils, Master Executive Councils and AFA-CWA International use these tools which are managed autonomously. However, it is important to establish clear guidelines for these electronic tools that bear the Union's name and/or logo. CWA currently has similar guidelines which were used as a starting point in creating a policy for AFA-CWA.

PROPOSED RESOLUTION:

WHEREAS, electronic communications, websites and social media have become necessary tools for communicating with members; and

WHEREAS, AFA-CWA should have a policy in place which will serve as an important guideline for officers and representatives to follow; and

THEREFORE BE IT RESOLVED, that Section II of the AFA-CWA Constitution and Bylaws be amended to add a new paragraph K entitled "AFA-CWA Electronic Communications, Website, and Social Media Policy" and shall read:

K. AFA-CWA Electronic Communications, Website, and Social Media Policy

AFA-CWA strongly supports the use of electronic communications, websites and social media to advocate for important issues facing members. These various tools have become integral in our everyday representation of Flight Attendants. Local Councils, Master Executive Councils and AFA-CWA International use these tools

that are managed autonomously. However, it is important to establish clear guidelines for these electronic tools that bear the Union's name and/or logo.

1. No AFA-CWA Officer or Representative shall use language that is libelous, discriminatory, threatening or harassing, including but not limited to anything that is racially, ethnically or sexually objectionable on any Union website or social media that bears the name and/or logo of the Union or affiliate of the Union.
2. No AFA-CWA Officer or Representative shall use union newsletters, websites or social media to invade anyone's privacy. Union Officers or Representatives may not post individual pictures of anyone unless consent is given to doing so. Officers or Representatives of the Union shall not disclose addresses or other personal or private information about other people.
3. No AFA-CWA Officer or Representative shall post materials that are trademarked or have copyright protection. When in doubt, use a link that will allow your audience to access the materials directly from the ownership source.
4. AFA-CWA Officers and Representatives shall avoid engaging in specific attacks that identify individuals or organizations by name.
5. No AFA-CWA Officer or Representative shall make statements that are not truthful. You are entitled to express your opinion about many topics, but if you are making a "factual" statement, you should to be able to prove that it is true.
6. AFA-CWA Officers and Representatives shall avoid using social media on company work time unless you are doing so as part of a specific job assignment for the company. Avoid using the computer or internet access provided by your employer to post messages or communicate about matters that are not work-related. Employers can and often do monitor employee communications on company-owned or issued equipment.
7. No AFA-CWA Officer or Representative shall transmit spam, advertisements or solicitations for matters that are not work-related. If you are transmitting emails to solicit for a service or product, you must say so and you must provide a means for the recipients to opt out of receiving future e-mails on that subject. If you are sending an email "blast" (e.g., to hundreds or more individuals), you should obtain legal clearance before doing so.
8. AFA-CWA Officers shall never transmit information using someone else's name or identity. Under no circumstances should any representative of the union access a computer system without authorization by signing on to that system using someone else's password.

9. AFA-CWA Officers and Representatives shall comply with the guidelines set by the respective Local Executive Council President, Master Executive Council President, or International President regarding any electronic communications which includes the LEC, MEC, or AFA-CWA International websites, newsletters, social media pages, or any other media bearing the Union's name and/or logo.
10. Passwords, administrative access, and/or ownership of LEC/MEC/International Office newsletters, websites, social media pages, or any other media bearing the Union's name and/or logo must be turned over to the respective LEC President, MEC President, or International President immediately upon request. In addition, the LEC President, MEC President, or International President must transfer passwords, administrative access, and/or ownership to her/his successor promptly.
11. Violations of this policy will be handled pursuant to Article X of the AFA-CWA Constitution and Bylaws.

BE IT FURTHER RESOLVED, that Article III.C.3. will be amended to add a new (9) which reads:

(9.) Sets guidelines for electronic communications, website and social media policy.

BE IT FURTHER RESOLVED, Article IV.C.1. will be amended to add a new k which reads:

k. Sets guidelines for an electronic communications, website and social media policy.

BE IT FINALLY RESOLVED, that Article VII.C.2.a. will be amended to add a new (14) which reads:

(14) Sets guidelines for an electronic communications, website and social media policy.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Financial Support for Outgoing International Officers (Section IV.J.)

STATEMENT OF QUESTION:

Should the AFA-CWA Board of Directors reduce the financial support for outgoing International Officers?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 7, 9, 10, 12, 20, 21, 25; USA 66 – February 26, 2014

BACKGROUND INFORMATION:

AFA-CWA International Officers are Flight Attendants on leaves of absence with employment to return to unless they continue to serve after retiring or their airline has ceased operations. The AFA-CWA Constitution and Bylaws currently allows for four (4) months' salary in the event they leave office for any reason other than being recalled. With the compensation structure that exists today, the International President would receive more than \$42,000 and the International Vice President and Secretary-Treasurer would receive more than \$34,000 in "Financial Support" upon leaving office. These amounts are considerably high and should be re-evaluated by the Board of Directors.

PROPOSED RESOLUTION:

WHEREAS, AFA-CWA will soon lose nearly 20% of its operating revenue due to the loss in membership and corresponding dues revenue; and,

WHEREAS, the AFA-CWA Board of Directors must restructure our budget to accommodate the significant loss of membership as it relates to the Union's finances in addition to reevaluating priorities;

THEREFORE BE IT RESOLVED, that Section IV.J.1. and Section IV.J.2. of the AFA-CWA Constitution and Bylaws be amended to read:

J. Financial Support for Outgoing International Officers

1. Outgoing International Officers receive financial support equal to ~~four (4)~~ **two (2)** months' salary paid in monthly or AFA-CWA payroll installments, except if said officer has been recalled in accordance with Article IX.A. of the Constitution and

Bylaws. The Officers shall also be provided with continued insurance coverage by AFA-CWA while receiving financial support.

2. The financial support will extend until the day they receive compensation from any employer but in no case longer than ~~four (4)~~ **two (2)** months. The Union will make every effort to provide them with a temporary staff position until such time as training is available by their airline, except in the case of recalled officers, who will be afforded only ~~thirty (30) days~~ **½ month** pay.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA

SUBJECT: Involuntary Furloughed Members – Dues (Article XI.A.6)

STATEMENT OF QUESTION:

Should involuntarily furloughed members be required to pay dues if they receive furlough pay?

SOURCE AND DATE SUBMITTED: International President – February 27, 2014

BACKGROUND INFORMATION:

When an Active Member is placed on Involuntary Furlough, the dues obligation ceases when the member stops receiving compensation from the carrier. Compensation includes any payments such as furlough pay or severance pay.

PROPOSED RESOLUTION:

WHEREAS, members who are placed on Involuntary Furlough status suffer a total loss of compensation from the carrier; and,

WHEREAS, stopping the dues obligation as soon as earnings from working as an active Flight Attendant would ease the upcoming financial burden that will be faced by this involuntarily furloughed member;

THEREFORE BE IT RESOLVED, that Article XI.A.6 shall be amended to read:

6. Payment of dues shall be required of all members that are on active status during a month or any portion thereof. If a member is on a leave of absence for a full month or longer due to military service, and is no longer receiving compensation through a carrier, that member will not be required to continue payment of dues. **If a member is placed on involuntary furlough and is not receiving compensation from the carrier for flight attendant assignments, payment of dues shall not be required. (Furlough pay or severance pay will not be considered compensation for the purposes of collecting dues.)** After the first ninety (90) days of removal from service and no longer receiving compensation through a carrier for disability leave, payment of dues shall not be required.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Involuntary Furloughed Members – Status (Article II.C.6.a.(1))

STATEMENT OF QUESTION:

Should involuntarily furloughed members have the ability to retain their active status for a finite period of time by continuing to meet their monthly AFA-CWA dues obligation?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 10, 12, 20, 25, 26, 27, 38, 42; USA 66 – February 26, 2014

BACKGROUND INFORMATION:

For the past 12 years, furloughs have occurred frequently at United Airlines. During most of those years, sufficient Flight Attendants have participated in the voluntary furlough program to prevent any Flight Attendant from being subjected to involuntary furlough.

This year, 2014, United Airlines' management has chosen to violate the Collective Bargaining Agreement, attempted to reduce the number of allowed voluntary furlough and job sharing participants, and force United Flight Attendants into involuntary furlough status. This attack on our members has raised the question of the status of involuntarily furloughed members. In addition, it has caused concern among those affected in fear that they will be denied the ability to continue to participate in union affairs which will ultimately affect them, including ratification of a Joint Contract.

In this volatile and ever changing industry Flight Attendants forced onto furlough status should have the option of retaining their active status within their union by continuing to pay their dues.

PROPOSED RESOLUTION:

WHEREAS, an AFA-CWA Flight Attendant enduring forced furlough status retains a connection to their airline employer and their union; and,

WHEREAS, an AFA-CWA Flight Attendant enduring forced furlough status has a continuing interest in the affairs of their union as it affects their future;

THEREFORE BE IT RESOLVED, that Article II. C.6.a. (1) shall be amended to read:

1. Inactive Members

a. Any member in good standing, including an apprentice member, shall become an inactive member automatically when:

- (1) That member is placed on furlough and is not receiving furlough pay from ~~the~~ **their** company **for a period not exceeding 6 years or when that member no longer has contractual recall rights, whichever comes sooner. After 6 years of furlough status or when she/he has no more contractual recall rights, the member shall become an Inactive Member.**
- (2) That person leaves in excess of ninety (90) days to fulfill a military obligation.
- (3) That Person takes a leave of absence in excess of ninety (90) days and fails to meet the provisions of Section C.1.b. of this Article.
- (4) That member is placed on non-paid status caused by an airline's aircraft being unavailable for flight due to active by governmental authorizes or any other circumstances beyond the control of that member's carrier.

b. (as currently written, etal)

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA

SUBJECT: Merger of Master Executive Councils (Section X.E.)

STATEMENT OF QUESTION:

Should the AFA-CWA Constitution and Bylaws Section X.E. be amended to clarify and reflect the current and past practice of the AFA-CWA as to when Master Executive Councils are merged after a merger of two or more AFA represented carriers?

SOURCE AND DATE SUBMITTED:

CAL MEC (CAL 62, 63, 64) and CMI MEC (CMI 65) - February 24, 2014

BACKGROUND INFORMATION:

The AFA-CWA has acknowledged and made a consistent policy and practice, the fundamental right of each carrier represented in a merger to its own voice, self-determination, administration of collective bargaining agreements, and the right to equal representation in the negotiation of a joint collective bargaining agreement. As is and was the case with America West/US Airways, United/Continental/Continental Micronesia, and US Airways/American (see merger agreement with APFA), the written and practiced policy of the AFA-CWA is all established Master Executive Councils shall remain sole and separate until such time as a Joint Collective Bargaining Agreement is ratified. As with the United/Continental/Continental Micronesia merger, the AFA-CWA reaffirmed the accepted interpretation of the C&B/Policy in a document distributed to the Continental and Continental Micronesia Flight Attendants during the representational election. This document was posted on January 18, 2011 and was edited on March 8, 2011 is also posted on <http://www.unitedafa.org/news/merger/details.aspx?id=5824> (As of February 25, 2014) and reads as follows:

“If AFA wins the representation election how would the Continental Contract be administered and who would be on the seniority merger teams?”

Until there is a new single Contract in place, each AFA Member group at the pre-merger airlines would run separately with their own Local Council and Master Executive Council (MEC) structure. In other words, Continental Flight Attendants would utilize the AFA structure with Flight Attendant representatives from each of their bases to hold officer positions and participate in all AFA committees to address the issues affecting Flight Attendants at that base. Each of the Local Council Presidents representing Continental Flight Attendants would come together to make up the voting members of the

AFA Master Executive Council at Continental Airlines to coordinate issues affecting all Continental Flight Attendants.

The AFA Continental MEC would be charged with administering the Contract covering pre-merger Continental Flight Attendants - with all of the resources available through our Union such as legal assistance and the other experts from each of the AFA departments. In other words, Continental Flight Attendants would be in charge of their MEC and their Contract. The same is true for the seniority integration process. Flight Attendants would run for the two positions on the Committee and then be charged with undertaking the same process already underway by our committee at United. Once the list at Continental is reviewed and compiled - and every Member has the opportunity to review their place on it - then the two lists will be merged, taking into account issues such as when Flight Attendant seniority accrual actually began, ie. before training or after.

AFA puts the process and the Union in the hands of Flight Attendants - and that will be true immediately for Continental Flight Attendants as well. Not only is our Union focused on Flight Attendant issues it also ensures that Members at each airline have the autonomy to make their own decisions on the issues that affect them.”

PROPOSED RESOLUTION:

WHEREAS, achieving a clearer and practice-reflective Constitution and Bylaws/Policies serves the interest of all members of AFA-CWA; and

WHEREAS, the Constitution and Bylaws/Policies must reflect current and past practice, and provide for a democratic process that does not exclude one or more merging carriers;

THEREFORE BE IT RESOLVED, that the AFA-CWA Constitution and Bylaws, Section X.E. be amended to read as follows:

- E. Merger of Master Executive Councils
 - 1. Within thirty (30) days following the effective date of **ratification of a joint collective bargaining agreement (merged agreement) which concludes the** merger between the affected airline corporations, the International President shall convene the Master Executive Councils of each airline in joint-session for the purpose of merging the Master Executive Councils into a single Master Executive Council, electing Master Executive Council Officers, and such other business as is required under the circumstances. The International President or International President’s designee shall conduct such meeting until elections have been completed.
 - a. The terms of the Master Executive Council Officers elected shall be for the remainder of the term of Officers on the surviving carrier. If a new corporate entity is established, the merged Master Executive Council shall be assigned to Election Group I.

- b. Local Councils at those bases where a duplication of Councils exists shall continue in existence until ~~the signing of a merged working agreement~~ **thirty (30) days after the election of the merged Master Executive Council Officers as prescribed in paragraph E.1. above.** The Local Council Officers or their successors in such Local Councils shall likewise continue in office until elections in the combined Local Councils are completed.
 - (1) Within thirty (30) days after the ~~signing of a merged working agreement,~~ **election of officers at the merged Master Executive Council,** the International Secretary-Treasurer of the Union shall initiate Local Council Officer elections at those bases where a duplication of Councils exist. The Council identity of the combined Local Councils shall be that of the surviving carrier. If a new corporate entity is established, the Council number shall be that of the lowest rank of the former Councils at the domicile.
 - (2) Any election category imbalance that may result from the merger of Councils at a domicile shall be realigned by the International Secretary-Treasurer of the Union.
 - (3) The successful Local Council Officer candidates shall continue in office for the term established for the election category involved.
 - c. In the event of a merger between two single Council airlines, the two Local Council Presidents shall be the members of the merged Master Executive Council, subject to being combined into a single Local Council under Section E.1.b. above.
2. The merged Master Executive Council shall determine its committee structure and committee members in accordance with the Constitution and Bylaws and applicable policy, subject to the following:
- a. ~~The negotiating committee shall include at least one member from each affected airline until completion of a merged agreement.~~
 - b. ~~The Master Executive Council shall maintain separate grievance committees and System Board members for each affected airline until completion of a merged agreement.~~
 - c. Should a seniority merger representative become unwilling or unable to continue in office after merger of the Master Executive Councils, the Master Executive Council members from the affected airline shall select a replacement from their seniority list. Such replacement shall have all the duties, responsibilities, and authority of the predecessor. Pending such

selection, the remaining merger representative shall continue to function in all respects under this policy.

3. The International Secretary-Treasurer of the Union shall recalculate the Budget of merged Master Executive Councils according to the formula established for the calculation of all Master Executive Council budgets.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT: Cost of Representation at CWA District Meetings (Section IV.O.)

STATEMENT OF QUESTION:

Should the Board of Directors adopt a policy for each Local to have one delegate participate at CWA District Meetings?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 9, 10, 12, 21, 25, 26, 38; USA 66 – February 26, 2014

BACKGROUND INFORMATION:

At the AFA-CWA Executive Board Meeting in May 2006, an agenda item of this same topic was discussed. In addition, this topic came up again at the Board meeting in 2013. The discussion focused on the importance of developing relationships and building solidarity with other local unions in the district. Due to our local dues structure, it is cost prohibitive to participate in the district meetings.

PROPOSED RESOLUTION:

WHEREAS, Participation within our Union at the District and State level is of great benefit for the development of relationships and solidarity with other CWA Locals; and,

WHEREAS, 100% of the cost of attending these meetings is currently borne by the Local Council;

THEREFORE BE IT RESOLVED, that the Board of Directors directs the International Secretary-Treasurer to include a new line item starting with the AFA-CWA 2014-2015 Budget for the purpose of paying a maximum of ten (10) hours of Flight Pay Loss (no expenses) for one delegate to participate in off convention years at the annual CWA District meeting, if they actually attend the meeting.

BE IT FINALLY RESOLVED, that a new Section IV.O. be added which reads:

O. Expenses for a Delegate at CWA District Meetings

A maximum of ten (10) hours of Flight Pay Loss (no expenses) will be paid by AFA-CWA International for one delegate from each local to participate in off CWA Convention years at the annual CWA District meeting, if they actually attend such meeting.

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA

SUBJECT: Seniority Protections (Article I.C.4.)

STATEMENT OF QUESTION:

Should Seniority Protections be incorporated into the AFA-CWA Objectives and Mission Statement?

SOURCE AND DATE SUBMITTED: International President, February 27, 2014

BACKGROUND INFORMATION:

The purpose of the language of this Agenda Item is to re-affirm the importance of seniority protections for the members of AFA-CWA.

The original AFA Constitution & Bylaws contained a Merger Policy, which was very similar to that which we now have. While the implementing procedural language has expanded as we have gained experience with mergers, much of the fundamental policy remains similar to that which has existed since the inception of AFA.

Most fundamental is that seniority is tied to the date when competitive bidding with other Flight Attendants begins, and this guiding principal has served our members well as it serves not only to protect, but also to unify us.

Throughout the years, AFA has persevered to ensure Flight Attendants throughout the industry could benefit from seniority protections. While we enjoyed the protections of our Constitution and Bylaws, AFA successfully pursued McCaskill-Bond legislation to afford better seniority protection for all Flight Attendants, as well as for other labor groups within the industry.

Through recent mergers, there has been confusion and misinformation about our policy and what it is intended to accomplish. This confusion has led to the discussion of conducting arbitrations of seniority dates rather than just accepting the dates that Flight Attendants begin their competitive seniority.

This Article I.C.4, currently contains the objective of achieving Flight Attendant Certification, and this objective has been achieved several years ago, so can be replaced.

PROPOSED RESOLUTION:

WHEREAS, seniority protection has been a fundamental priority of AFA-CWA since its inception; and,

WHEREAS, the goal of seniority protection is to guarantee a Flight Attendant's seniority in the event of a merger; and,

WHEREAS, seniority is understood as the date, from which a Flight Attendant accrues competitive (bidding) seniority; and,

WHEREAS, this fundamental principal can be further solidified by incorporation within the Objectives as listed in Article I of the AFA-CWA Constitution & Bylaws;

THEREFORE BE IT RESOLVED, that Article I.C.4 be amended to read as follows:

4. To promote the interest of the profession and to safeguard the rights, individually and collectively, of the members of the Union by ~~securing the long range goal of flight attendant certification~~ **ensuring that the "seniority date" of a flight attendant shall be the date from which each flight attendant accrues competitive (bidding) seniority as a flight attendant.**

BE IT FURTHER RESOLVED, that the AFA Mission Statement be amended to read as follows:

The Association of Flight Attendants – CWA (AFA-CWA) was founded in 1945 as a democratic member driven union. AFA-CWA's mission is to unite all professional flight attendants in order to achieve fair compensation, job security, **seniority protections**, and improved quality of life through organizing, bargaining and political action while serving as the leading voice for a safe, healthy and secure aircraft cabin for passengers and crew alike.

It is a core value of AFA-CWA to promote economic and social justice for all workers through education and action. We are committed to the broadest employment of our members regardless of age, color, disability, marital status, national origin, race, religion, sex, sexual orientation, gender identity, and gender expression.

AFA-CWA will continue to preserve and build upon the proud history of our struggles and accomplishments.

**ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO
FORTY SECOND BOARD OF DIRECTORS MEETING
APRIL 28 – 30, 2014
ORLANDO, FLORIDA**

SUBJECT:

Honoring and Remembering Our Heroes on United Flight 93, September 11, 2001

STATEMENT OF QUESTION:

Should the cost of the annual floral arrangement placed at the Flight 93 Chapel in Shanksville, PA in honor and memory of those killed in the terrorists attack on September 11, 2001 which included Members of United Council 6, EWR be borne by the International Office?

SOURCE AND DATE SUBMITTED:

CPZ 81; UAL 5, 7, 8, 9, 10, 11, 12, 14, 20, 21, 25, 26, 27, 38, 42; USA 66 - February 26, 2014

BACKGROUND INFORMATION:

For the past three years, flowers have been placed at the Flight 93 Chapel in Shanksville, PA to honor Captain: [Jason Dahl](#), First Officer: [Leroy Homer](#), Flight Attendants: [Lorraine G. Bay](#), [Sandra Bradshaw](#), [Wanda A. Green](#), [CeeCee Lyles](#) and [Deborah Welsh](#). This cost has been borne by Pat Price, the former LEC Vice President of United Council 6, EWR for two years and last year Sara Nelson paid for the flowers. Since Council 6, EWR is no longer an active Council, there is not a Local Council budget to charge for reimbursement of this expense.

PROPOSED RESOLUTION:

WHEREAS, on September 11, 2001, terrorists attacked our Nation; and,

WHEREAS, United Flight 93 crashed in Shanksville, PA killing everyone onboard which included five Members of Council 6, EWR; and,

WHEREAS, a chapel has been built in honor of those on United Flight 93; and,

WHEREAS, United management closed the EWR domicile which resulted in Council 6 no longer being an active Council with a Local budget; and,

WHEREAS, flowers are placed annually at the Chapel on the anniversary of 9-11 and the cost borne by individual AFA Members;

THEREFORE BE IT RESOLVED, that beginning September 11, 2014 the cost of the annual floral arrangement placed at the Flight 93 Memorial Chapel in Shanksville, PA will be borne by the International Office.



**AFA-CWA
Annual Budget 2014-2015**

- PROPOSED -

**Association of Flight Attendants -
Communications Workers of America, AFL-CIO**

**AFA-CWA Board of Directors Meeting
28-30 April 2014
Orlando, Florida**

2014-2015 PROPOSED Annual Budget

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**AFA-CWA Annual Budget
Revenue and Summary**

	APPROVED	APPROVED	APPROVED	Projected Expenses	PROPOSED	\$ Change	% Change
INCOME	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	From Approved	From Approved
	\$43.00	\$48.00	\$48.00		\$48.00		
Revenue	21,631,542	22,622,976	22,856,832	22,000,000	22,976,892	120,060	0.5%
Other Income			518,463	62,000	625,000	106,537	20.5%
AFA Reserve Fund	-	-	600,000	771,631	1,997,558	1,397,558	232.9%
CWA Union Defense Fund	(242,370)	(235,656)	(238,092)	(200,000)	(245,724)	(7,632)	3.2%
CWA National Programs	(517,530)	(346,276)	(491,908)	(475,000)	(429,049)	62,859	
CWA National Program II		(706,968)	(1,428,552)	(1,300,000)	(1,211,796)	216,756	
Uncollectable Dues	(321,744)	(452,460)	(457,137)	(457,385)	(459,538)	(2,401)	0.5%
Mobilization Fund	(121,185)	-	-		(491,448)	(491,448)	
Total Revenue	20,307,528	20,881,617	21,359,606	20,401,246	22,761,895	1,402,289	6.6%
EXPENSES							
Airlines	10,782,073	11,752,775	12,161,829	11,578,364	12,928,414	766,585	6.3%
LEC (068)	4,059,513	4,624,163	4,704,236	4,568,326	5,023,080	318,843	6.8%
MEC (070)	2,447,561	2,735,612	2,837,593	2,845,682	3,036,335	198,742	7.0%
SBA (067)	1,837,000	1,925,000	1,823,000	1,553,769	1,848,000	25,000	1.4%
NEG (069)	2,204,000	1,882,000	1,806,000	1,997,662	2,118,000	312,000	17.3%
Contingency		421,000	446,000	-	328,000	(118,000)	
LEC Carryover	80,000	60,000	300,000	384,577	350,000	50,000	16.7%
MEC Carryover	154,000	105,000	245,000	228,348	225,000	(20,000)	
Training	223,089	74,402	175,536	142,250	197,250	21,714	12.4%
Committees/Meetings	575,614	454,390	491,577	396,500	450,500	(41,077)	
International Office	7,899,927	7,856,050	7,735,106	7,473,903	8,499,430	764,324	9.9%
Programs & Services	370,825	339,000	380,558	310,228	271,300	(109,258)	
Affiliations	131,000	80,000	90,000	200,000	90,000	0	
External Legal	325,000	325,000	325,000	300,000	325,000	0	
Total Expenses	20,307,528	20,881,617	21,359,607	20,401,246	22,761,895	1,402,288	6.6%
						0	
Surplus (Deficit)	0	(0)	(0)	0	0	(0)	

2014 – 2015 PROPOSED Annual Budget

REVENUE - (See page 1.)

Dues

Revenue from dues is calculated using membership statistics, current as of 1 March 2014, for Active Flight Attendants. Income is projected for each carrier using the monthly dues processed, with the exception of Omni. This airline is without an initial contract, so there is no income projected for them. Projected income for AirTran is declining due to the reduction of members per month as they cross the partition to Southwest and complete their merger. We are cautious in our projected revenue outlook for Frontier and Endeavor as their membership drive and dues check off applications are still slow to evolve. United's involuntary furloughs should be reviewed again in April.

Other Income

Anticipated revenue from the merger of American and USAirways is based on a negotiated reimbursement of expenses incurred for certain activities related to negotiations and seniority integration.

AFA Reserve Fund

During the 2011-2012 budget year, \$600,000 of this fund was used to cover operating expenses for the Union. The 2013-2014 budget commits a similar amount to cover any revenue not received. Use of the Fund was conditioned on a plan to dedicate resources of future budget years to return the Fund to the prior level. The method(s) to restore funding to the Reserve Fund was considered and reviewed by the Finance Committee during their Fall 2012 meeting.

CWA Union Defense Fund (renamed Strategic Industry Fund (SIF))

The per capita amount is \$0.50 per dues paying member per month paid to CWA. We include this here as a reduction to the revenue that we have available to budget for other purposes. The purpose of the AFA-CWA Strategic Industry Fund (SIF) is to finance campaigns to increase our bargaining strength. This fund concept is focused on initiating campaigns which aim to change employers' anti-union, anti-worker behavior and contribute to our bargaining power. In 2013, terms upon participation/use of this Fund were amended such that AFA now contributes as a participant of this Fund. We most recently utilized these resources with USAirways ABR mobilization.

CWA National Programs I

This is participation in the National Programs I of CWA that covers the CWA Affiliation Fees for AFA members to the AFL-CIO (\$.65 per capita) and TTD (\$.2650 per capita).

CWA National Programs II (CWA AFA Partnership Program)

This is a contribution and participation in CWA National Programs II (CWA APP) of \$3.00 per member per month. This valuable contribution adds strength to our Union giving broad depth to Organizing, CWA Communications, Legislative/Political areas (Boot Camp), Movement/Coalition Building, a new web-based dues system, and CWA Building infrastructure costs, etc. Additional CWA synergies come from the CWA Accounting Department supporting PTEV processing, check issuance, and LM data capture. Membership uses the services of a CWA employee for AFA dues processing. Per the 2012 BOD, Agenda Item 46, this amount is \$3.00 per member per month.

Uncollectable Dues

This is an allowance/reduction to our projected dues revenue because we know that we will not collect a full monthly dues payment from 100% of the membership every month of the upcoming year. This is due to Ellis Objectors, Annual Dues payers, unknown membership leaves, retirements, resignations, and late payments from non-dues check off members. The estimate is based upon a review of the previous 12 months dues history that compares projected dues to the actual dues received. This number is historically lower than what we actually don't collect.

Mobilization Fund

(**Budget Account: 1-012; Project Number: 029**)

Article XI.A.3. of the Constitution requires \$1.00 (Board 2007) from each member's and service charge payer's monthly dues to be allocated to sustain a fund for the purpose of furthering AFA's goals as stated in Article I.C. Up to 90% of the Mobilization Fund can be reallocated to support first negotiations for newly organized carriers with more than 10,000 flight attendants. (*Note: The 2013-2014 AFA-CWA Approved Budget reduced the contribution to zero through Agenda Item #26.*)

2014 – 2015 PROPOSED Annual Budget

EXPENSES - (See page 1.)

Airlines

This amount is the sum of System Board, Negotiations, LEC and MEC budget totals, and projected LEC and MEC Carryovers. There is a line for Contingency as per the C&B, to cover potential LEC, MEC, NEG and SBA budget adjustments that may need to be addressed before or during the budget year.

Training

(**Budget Account: 1-012; Project Number: 066**)

This category includes training in the following areas: New Officer, Air Safety, Negotiations, EAP, Member Education and Advanced Leadership. New Officer Trainings will be held in June and August 2014 for Category II newly elected. Air Safety and EAP trainings have been funded for up to three training sessions each. Advanced Leader Training is proposed for an October 2014 offering of three days with up to 40 attendees.

Committees & Meetings

(**Budget Account: 1-012; Project Number: 034**)

These line items include meetings of the Board of Directors, Executive Board, CWA Convention, Hearing and Appeals Boards, Finance Committee, Organizing, Air Safety, Health, and Security, International Affairs Committee, Leadership Development, Political/Legislative Policy, Negotiations Policy, MEC Negotiations Committee Chairs, Strategic Planning, AFA-CWA Merger Oversight Committee, Constitutional Review Committee, Direct Membership Election, Crew Accommodation and Transportation Committee. *These have been funded at prior or minimum levels.*

International Office

(**Budget Account: 1-012; Project Number: 000**)

The International Office line includes the cost of all departments and administration, which includes salaries and benefits for the employees of the International Union. The departments are President, Vice President, Secretary-Treasurer, International Office Operations, Accounting, Membership, Air Safety, Health & Security, Legal & Collective Bargaining, Communications, EAP, Government Affairs, and ISR Administration. There is a detailed narrative and spreadsheet for each department. By action of the 2013 BOD, savings and efficiencies were implemented, where possible, to achieve a 7% reduction in expenses.

Programs & Services

(**Budget Account: 1-012; Project Number: 960**)

This line item includes services or programs provided by the Union such as: Balloting, Special Elections, Flightlog, AFA Chaos Store, New Member Materials, Constitution & Bylaws, Special Projects, AFA Scholarship Fund, and the James Morris Scholarship Fund. There are no Category elections in this budget year.

Affiliations

(**Budget Account: 1-012; Project Number: 039**)

The AFA-CWA is affiliated with the AFL-CIO, numerous State and Local Labor Councils, the Transportation Trades Department (TTD) of the AFL-CIO, the Alliance for Retired Americans, and the International Transport Workers Federation (ITF). Each organization charges a per capita fee for each member affiliated. In their budget, AFA-CWA pays for State Federations (New Alliance) and State and Local Councils only. Other affiliation contributions are paid through the CWA National Programs I. The number of members affiliated are jointly reviewed by the International Office and the participating LEC.

External Legal

(**Budget Account: 1-012; Project Number: 131**)

There are occasions when the use of outside legal counsel is necessary. This may occur when an issue requires a legal presence or opinion outside the scope/practice of our internal legal staff.

**AFA-CWA Annual Budget
PROJ DUES 14-15**

2014-2015					REVENUE
	AIRLINE	ACTIVE	MEMBERS	DUES	PROJ DUES
		(A)*			\$48.00
ALA	ALASKA	3076	3076	3076	\$ 1,771,776
AMR	AMERICAN EAGLE	1444	1444	1444	\$ 831,744
ARW	AIR WISCONSIN	295	295	295	\$ 169,920
ATR	AIRTRAN	807	807	807	\$ 464,832
CAL	CONTINENTAL	9949	9949	9949	\$ 5,730,624
CMI	CAL MICRONESIA	240	240	240	\$ 138,240
CPZ	COMPASS	318	318	318	\$ 183,168
EDV	ENDEAVOR	870	870	870	\$ 501,120
FA9	FRONTIER	799	799	799	\$ 460,224
HAL	HAWAIIAN	1612	1612	1612	\$ 928,512
HZN	HORIZON	484	484	484	\$ 278,784
MIA	MIAMI AIR	111	111	111	\$ 63,936
MSA	MESA	483	483	483	\$ 278,208
PED	PIEDMONT	161	161	161	\$ 92,736
PSA	PSA	270	270	270	\$ 155,520
SPR	SPIRIT	1157	1157	1157	\$ 666,432
UAL	UNITED	11585	11585	11585	\$ 6,672,960
USA	US AIRWAYS	7293	7293	7293	\$ 3,588,156
	1st TOTAL	40954	40954	40954	\$ 22,976,892
OAI	OMNI	264	264	264	\$ -
	TOTAL	264	264	264	\$ -
	2nd TOTAL	41218	41218	41218	\$ 22,976,892

2014 – 2015 PROPOSED Annual Budget

MASTER EXECUTIVE COUNCIL BUDGETS - (See page 6.)

MEC budgets are based upon a percentage of each airline's adjusted dues. A formula is used to determine the exact percentage for the individual carrier.

Formula

$$\text{Base Factor} + (\text{MEC Members \& Officers} \times \text{MEC Factor}) = \text{Total Factor}$$

$$\text{Total Factor} \times \text{Projected Income} = \text{Proposed MEC Budget}$$

Base Factor: Airlines are grouped according to the projected dues income, and assigned a base factor per the table below.

Group	Projected Dues Income	Base Factor
I	Over \$549,648	9.3%
II	\$219,780 – \$549,648	10%
III	\$45,936 - \$219,779	11%
IV	Under \$45,936	13%

MEC Factor: The Base Factor is increased by one or both of the additional MEC factor weights described below.

- **MEC Members & Officers:** Each member of an MEC is given a factor weight of .0035%, except in the case of a single council airline they are assigned a factor weight of .002% per MEC Member and Officer.
- **Non-US Locals:** MEC members representing councils outside the United States are assigned an additional factor weight of .0042%.

The total MEC factor weight added to the Base Factor is the Total Factor. This Total Factor is then applied to the carrier's adjusted dues to determine the MEC Budget.

MEC budgets will be adjusted twice a year, at 4 and 8 months into the budget year, for airlines with growing memberships.

NOTE: We have one Transitional MEC Council (Omni), and that budget was calculated using 4 MEC members (3 MEC and one LECP) and a "potential" revenue number based on data as if we were collecting dues from these members. No dues are required until a first contract is ratified.

USAirways budget calculations are based on a \$41 dues rate.

(NOTE: The 2013-2014 Approved Annual Budget reduced each MEC budget by 6%.)

**AFA-CWA Annual Budget
MEC 14-15**

MEC	2014-2015			Base	MEC	MEC	Total	Projected	Approved	Approved	APPROVED	PROPOSED	CHANGE	%
	AIRLINE	Members	Group	Factor	Members	Factor	Factor	Dues	2011-2012	2012-2013	2013-2014	2014-2015	\$	from 2013
ALA	Alaska	3076	I	0.093	7	0.0035	0.1175	1,771,776	\$ 141,354	\$ 165,683	\$ 175,589	\$ 208,184	32,595	18.6%
AMR	American Eagle	1444	I	0.093	7	0.0042	0.1224	831,744	\$ 98,071	\$ 114,520	\$ 105,174	\$ 101,805	(3,369)	(3.2%)
ARW	Air Wisconsin	295	III	0.110	6	0.0035	0.1310	169,920	\$ 17,240	\$ 18,981	\$ 20,144	\$ 22,260	2,116	10.5%
ATR	AirTran	807	II	0.100	4	0.0020	0.1080	464,832	\$ 95,664	\$ 93,236	\$ 83,067	\$ 50,202	(32,865)	(39.6%)
CAL	Continental	9949	I	0.093	6	0.0035	0.1140	5,730,624	\$ 408,836	\$ 533,412	\$ 542,864	\$ 653,291	110,427	20.3%
CMI	CAL Micronesia	240	III	0.110	4	0.0042	0.1268	138,240	\$ 13,846	\$ 17,795	\$ 17,026	\$ 17,529	502	3.0%
CPZ	Compass	318	III	0.110	4	0.0020	0.1180	183,168	\$ 17,908	\$ 23,698	\$ 24,501	\$ 21,614	(2,887)	(11.8%)
EDV	Endeavor	870	II	0.100	6	0.0035	0.1210	501,120	\$ 29,746	\$ -	\$ 82,705	\$ 60,636	(22,069)	(26.7%)
FA9	Frontier	799	II	0.100	4	0.0020	0.1080	460,224	\$ 48,750	\$ 51,415	\$ 49,119	\$ 49,704	585	1.2%
HAL	Hawaiian	1612	I	0.093	5	0.0035	0.1105	928,512	\$ 56,841	\$ 70,385	\$ 82,804	\$ 102,601	19,797	23.9%
HZN	Horizon	484	II	0.100	5	0.0035	0.1175	278,784	\$ 25,858	\$ 30,017	\$ 28,183	\$ 32,757	4,574	16.2%
MIA	Miami Air	111	III	0.110	4	0.0020	0.1180	63,936	\$ 7,683	\$ 8,975	\$ 7,283	\$ 7,544	261	3.6%
MSA	Mesa	483	II	0.100	6	0.0035	0.1210	278,208	\$ 29,881	\$ 30,671	\$ 29,416	\$ 33,663	4,247	14.4%
PED	Piedmont	161	III	0.110	4	0.0020	0.1180	92,736	\$ 9,881	\$ 10,396	\$ 11,117	\$ 10,943	(174)	(1.6%)
PSA	PSA	270	III	0.110	4	0.0020	0.1180	155,520	\$ 15,923	\$ 17,369	\$ 18,081	\$ 18,351	271	1.5%
SPR	Spirit	1157	I	0.093	8	0.0035	0.1210	666,432	\$ 32,949	\$ 42,225	\$ 57,915	\$ 80,638	22,724	39.2%
UAL	United	11585	I	0.093	18	0.0042	0.1686	6,672,960	\$ 997,463	\$ 1,065,798	\$ 1,079,831	\$ 1,125,061	45,230	4.2%
USA	USAirways	7293	I	0.093	7	0.0035	0.1175	3,588,156	\$ 230,975	\$ 282,741	\$ 431,911	\$ 421,608	(10,303)	(2.4%)
	1st TOTAL	40,954						\$ 22,976,892	\$ 2,278,871	\$ 2,577,317	\$ 2,846,731	\$ 3,018,391	171,660	6.0%
	NOTE: MEC budget for Compass and Omni calculated on number of FA and not actual membership.													
OAI	Omni	264	III	0.110	4	0.0020	0.1180	152,064	\$ -	\$ 19,113	\$ 19,614	\$ 17,944	(1,671)	(8.5%)
	2ND TOTAL	264						\$ 152,064	\$ -	\$ 19,113	\$ 19,614	\$ 17,944	(1,671)	(8.5%)
	2nd TOTAL	41,218						\$23,741,568	2,447,561	\$ 2,735,612	2,866,345	3,036,335	169,990	5.9%

2014 – 2015 PROPOSED Annual Budget

LOCAL EXECUTIVE COUNCIL BUDGETS - (See pages 8-10.)

General Rule: LEC Budgets are based upon 20% (Board 2010) of the dues of members at a Local who are Active or Commencing Leave. This budget calculates a LEC allocation of a minimum of \$9.60 per member per month. (NOTE: Budgets for 2011/\$7.87 per member and 2012/\$9.12 per member.) There are several exceptions, which are described below.

Smaller Non-US Locals: Locals outside the United States having less than 600 members receive a 25% override to the 20% calculation.

Smaller Locals without Company provided Flight Pay Loss: At the 2007 BOD Meeting, the Board passed Agenda Item #3 that would provide a special allowance for Councils without LEC designated Company provided Flight Pay Loss. This Agenda Item would provide the following additional overrides above the 20%:

- For Locals smaller than 400 members, the additional override would be 35%.
- For Locals between 400-499 members, the additional override would be 25%.
- For Locals between 500-599 members, the additional override would be 15%.

Minimum Funding: Each LEC will receive no less than \$2,500 per month (*Agenda Item #23, Board 2010*). Councils receiving funding at this level (\$30,000/annual budget) will receive between \$10.12 and \$33.33 per member per month, in comparison to the \$9.60 per member per month at most locals.

Transitional Locals: These Locals are funded by the transitional MEC. During this budget year we have one Transitional Local Council – Omni.

The LEC budget is based on actual membership statistics. Projected growth in membership is not factored into either Revenue or Expenses. As in the past, LEC budgets will be adjusted monthly based on membership data on the last day of the previous month.

USAirways budget calculations are based on a \$41 dues rate.

(NOTE: The 2013-2014 Approved Annual Budget reduced each LEC budget, including the minimum funding limit level, by 6%.)

AFA-CWA Annual Budget
LEC 14-15

2014-2015		PROJ	Annual	LEC %	No-FPL	Non-US	APPROVED	APPROVED	PROPOSED	\$Change	%Change
		MEMBER	Dues	20.00%	35.0%	25.0%	2012-2013	2013-2014	2014-2015	from 2013	from 2013
AIRLINE	LEC		\$ 48.00	(400-499)	25.0%						
				(500-599)	15.0%						
ALA	18	643	370,368	74,074			56,580	55,877	74,074	18,197	32.6%
ALA	19	1761	1,014,336	202,867			163,066	165,789	202,867	37,078	22.4%
ALA	SAN							28,200	30,000	1,800	6.4%
ALA	30	278	160,128	32,026			40,383	37,901	32,026	(5,875)	(15.5%)
ALA	39	394	226,944	45,389			30,643	39,309	45,389	6,080	15.5%
Total ALA		3076	1,771,776	354,355	-	-	290,673	327,075	384,355	57,280	17.5%
AMR	51	513	295,488	59,098	8,865		72,012	73,961	67,962	(5,998)	(8.1%)
AMR	52	465	267,840	53,568	13,392		67,032	59,964	66,960	6,996	11.7%
AMR	58	304	175,104	35,021	12,257		32,060	35,962	47,278	11,316	31.5%
AMR	59	162	93,312	18,662	6,532		28,363	28,200	30,000	1,800	6.4%
Total AMR		1444	831,744	166,349	41,046	-	256,194	198,088	212,200	14,113	7.1%
ARW	3	145	83,520	16,704	5,846		28,363	28,200	30,000	1,800	6.4%
ARW	28	75 *	43,200	11,520	4,032		28,363	28,200	30,000	1,800	6.4%
ARW	29	75 *	43,200	11,520	4,032		28,363	28,200	30,000	1,800	6.4%
Total ARW		295	169,920	39,744	13,910	-	85,090	84,600	90,000	5,400	6.4%
Total ATR	57	807	464,832	92,966	-		184,625	164,489	92,966	(71,523)	(43.5%)
CAL	62	5023	2,893,248	578,650	-	-	539,977	497,150	578,650	81,499	16.4%
CAL	63	888	511,488	102,298			46,621	62,590	102,298	39,707	63.4%
CAL	64	4038	2,325,888	465,178	-	-	374,504	392,652	465,178	72,525	18.5%
Total CAL		9949	5,730,624	1,146,125	-		961,102	952,393	1,146,125	193,732	20.3%
Total CMI	65	240	138,240	27,648		6,912	37,073	33,569	34,560	991	3.0%

AFA-CWA Annual Budget
LEC 14-15

2014-2015		PROJ	Annual	LEC %	No-FPL	Non-US	APPROVED	APPROVED	PROPOSED	\$Change	%Change
		MEMBER	Dues	20.00%	35.0%	25.0%	2012-2013	2013-2014	2014-2015	from 2013	from 2013
AIRLINE	LEC		\$ 48.00	(400-499)	25.0%						
				(500-599)	15.0%						
Total CPZ	81	318	183,168	36,634	-		0	0	36,634	36,634	
EDV	45	150	86,400	17,280	6,048		0	28,200	30,000	1,800	6.4%
EDV	46	372	214,272	42,854	14,999		0	97,459	57,853	(39,606)	(40.6%)
EDV	48	348	200,448	40,090	14,031		0	54,144	54,121	(23)	(0.0%)
Total EDV		870	501,120	100,224	35,078	-	0	208,003	141,974	(66,029)	(31.7%)
Total FA9	71	799	460,224	92,045	-		95,213	90,962	92,045	1,083	1.2%
HAL	43	1534	883,584	176,717	-		122,026	142,832	176,717	33,885	23.7%
HAL	47	78 *	44,928	11,520	-		28,363	28,200	30,000	1,800	6.4%
Total HAL		1612	928,512	188,237	-	-	150,389	171,032	206,717	35,685	20.9%
HZN	16	219	126,144	25,229	8,830		28,363	28,200	34,059	5,859	20.8%
HZN	17	265	152,640	30,528	10,685		44,323	36,986	41,213	4,227	11.4%
Total HZN		484	278,784	55,757	19,515		72,686	65,186	75,272	10,086	15.5%
			-								
MSA	56	140	80,640	16,128	5,645		28,363	28,200	30,000	1,800	6.4%
MSA	79	195	112,320	22,464	7,862		28,363	28,200	30,326	2,126	7.5%
MSA	88	148	85,248	17,050	5,967		28,363	28,200	30,000	1,800	6.4%
Total MSA		483	278,208	55,642	19,475	-	85,090	84,600	90,326	5,726	6.8%
			-								
Total MIA	80	111	63,936	12,787	4,476		28,363	28,200	30,000	1,800	6.4%
			-								

AFA-CWA Annual Budget
LEC 14-15

2014-2015		PROJ	Annual	LEC %	No-FPL	Non-US	APPROVED	APPROVED	PROPOSED	\$Change	%Change
		MEMBER	Dues	20.00%	35.0%	25.0%	2012-2013	2013-2014	2014-2015	from 2013	from 2013
AIRLINE	LEC		\$ 48.00	(400-499)	25.0%						
				(500-599)	15.0%						
Total PED	61	161	92,736	18,547	6,492		28,363	28,200	30,000	1,800	6.4%
			-								
Total PSA	75	270	155,520	31,104	10,886		39,743	41,371	41,990	619	1.5%
			-								
SPR	73	179	103,104	20,621	7,217		0	0	30,000	30,000	
SPR	74	291	167,616	33,523	11,733			0	45,256	45,256	
SPR	76	88	50,688	11,520	4,032		28,363	47,219	30,000	(17,219)	(36.5%)
SPR	77	186	107,136	21,427	7,500			0	30,000	30,000	
SPR	78	413	237,888	47,578	11,894		64,690	69,862	59,472	(10,390)	(14.9%)
Total SPR		1157	666,432	134,669	42,376		93,053	145,281	194,728	49,447	34.0%
			-								
UAL	5	706	406,656	81,331			69,057	81,974	81,331	(643)	(0.8%)
UAL	7	519	298,944	59,789		14,947	73,598	65,244	74,736	9,492	14.5%
UAL	8	2276	1,310,976	262,195			293,518	254,260	262,195	7,935	3.1%
UAL	9	840	483,840	96,768			101,998	94,102	96,768	2,666	2.8%
UAL	10	247	142,272	28,454			35,568	28,200	30,000	1,800	6.4%
UAL	11	2025	1,166,400	233,280			234,639	216,143	233,280	17,137	7.9%
UAL	12	1203	692,928	138,586			154,201	136,659	138,586	1,926	1.4%
UAL	14	132	76,032	15,206			28,363	28,200	30,000	1,800	6.4%
UAL	20	270	155,520	31,104		7,776	40,356	37,630	38,880	1,250	3.3%
UAL	21	1589	915,264	183,053			255,980	187,771	183,053	(4,719)	(2.5%)
UAL	25	169	97,344	19,469	6,814		32,504	28,200	30,000	1,800	6.4%
UAL	26	335	192,960	38,592		9,648	47,196	44,669	48,240	3,571	8.0%
UAL	27	280	161,280	32,256			35,240	31,187	32,256	1,069	3.4%
UAL	38	407	234,432	46,886		11,722	58,824	57,528	58,608	1,080	1.9%
UAL	42	587	338,112	67,622			35,240	54,252	67,622	13,370	24.6%
Total UAL		11585	6,672,960	1,334,592	6,814	44,093	1,461,042	1,346,020	1,405,555	59,535	(3.8%)
			-								
USA	41	370	182,040	36,408			41,040	37,359	36,408	(951)	(2.5%)
USA	66	2405	1,183,260	236,652			246,021	244,406	236,652	(7,754)	(3.2%)
USA	70	2165	1,065,180	213,036			232,013	221,016	213,036	(7,980)	(3.6%)
USA	89	2353	1,157,676	231,535			236,390	232,386	231,535	(851)	(0.4%)
Total USA		7293	3,588,156	717,631	-	-	509,443	490,761	717,631	(17,536)	40.9%
TOTAL		41218	22,976,892	4,605,055	200,068	51,005	4,624,163	4,704,236	5,023,080	318,843	6.8%

2014 – 2015 PROPOSED Annual Budget

NEGOTIATIONS BUDGETS - (See page 12.)

The process for estimating the Negotiations Budgets began by soliciting and receiving surveys from the MEC's of each carrier projected to be entering negotiations in the upcoming fiscal year.

These surveys provided us with many of the specifics necessary to estimate the funding requirements. These budgets are allocated funding for the negotiating committee based on the number of committee members, estimated hours, wage rates, and overrides to calculate Flight Pay Loss (FPL) requirements, meeting room expenses, airfare, newsletters and other communications, potential TA road shows, committee member meals, travel, sleeping room expenses, TA ballots, TA printing, and survey costs.

NOTE: Expenses related to mobilization of members is handled through the MEC and LEC budgets.

During this budget year, we are anticipating half of the airlines in some form of Negotiation. Estimates for each of the carriers are shown on the next page.

NOTES:

* The funding for the anticipated costs associated with the merger of USAirways and American Airlines merger is presented in the USAirways line.

* Budget allocations are normally reviewed at contract ratification and adjusted for the remainder of the year to meet the remaining needs of proofing and printing the contract, and any final items related to the concluded negotiations.

AFA-CWA Annual Budget
NEG 14-15

NEG	NEG AIRLINE	Amend. Date	Approved 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	CONTINGENCY 2014-2015
ALA	Alaska	05/01/2012	121,000	152,000	244,421	160,000	0
AMR	American Eagle	01/01/2021	135,000	0	43,776	0	0
ARW	Air Wisconsin	06/27/2016	73,000	0	0	0	0
ATR	AirTran	05/31/2013		25,000	60,000	25,000	25,000
CAL	Continental	12/31/2014	375,000	500,000	361,327	500,000	0
CMI	CAL Micronesia	12/31/2014	50,000	200,000	243,887	250,000	0
CPZ	Compass	First Contract	0	56,000	11,019	0	0
EDV	Endeavor	12/31/2018	0	0	0	0	0
FA9	Frontier	03/01/2016	0	0	15,000	0	0
HAL	Hawaiian	12/31/2016	99,000	0	7,392	0	0
HZN	Horizon	11/21/2011	53,000	75,000	37,000	0	0
MIA	Miami Air	01/24/2015	0	5,000	0	36,000	0
MSA	Mesa	02/19/2012	54,000	60,000	40,575	60,000	0
OAI	OMNI Air	First Contract	50,000	55,000	54,589	63,000	0
PED	Piedmont	08/31/2009	62,000	75,000	32,951	20,000	20,000
PSA	PSA	05/01/2017	50,000	0	0	0	0
RYN	Ryan	09/23/2016	65,000	0	0	0	0
SPR	Spirit	08/06/2007	75,000	84,000	50,000	60,000	0
UAL	United		500,000	519,000		519,000	0
USA	USAirways	12/31/2011	120,000	0	161,521	425,000	200,000
	GRAND TOTAL		1,882,000	1,806,000	1,968,364	2,118,000	245,000

2014 – 2015 PROPOSED Annual Budget

SYSTEM BOARD BUDGETS - (See page 14.)

The methodology for estimating the System Board Budgets is very similar to that used to estimate the Negotiation budgets. In fact, the process described for the Negotiations budgets is near identical to that used for the System Board budgets.

One difference would be in the type of information we are seeking in the System Board surveys. The information we want pertains to the number and type of outstanding cases, frequency of arbitration and/or mediation, use of court reporters, and Alternative Dispute Resolution practices in place. Flight pay loss, meals, travel, and sleeping room expenses for committee members during System Board and Arbitrations are considered, along with the costs for the arbitrator, AFA attorney, and court reporter fees. These are the items this particular budget covers. **Local grievance handling and any grievance training is funded from the LEC and or MEC budgets.**

Newly Organized Carriers are not funded a System Board budget until a grievance process has been negotiated or a contract ratified.

**AFA-CWA Annual Budget
SBA 14-15**

SBA		APPROVED 2012-2013	APPROVED 2013-2014	<i>Projected Expenses</i> 2013-2014	PROPOSED 2014-2015
	AIRLINE				
ALA	Alaska	142,000	142,000	112,936	142,000
AMR	American Eagle	137,000	137,000	131,517	137,000
ARW	Air Wisconsin	37,000	30,000	32,363	30,000
ATR	AirTran	90,000	80,000	56,924	75,000
CAL	Continental	350,000	350,000	259,557	350,000
CMI	CAL Micronesia	40,000	20,000	17,191	20,000
CPZ	Compass	-	8,000	3,941	30,000
EDV	Endeavor	20,000	20,000	11,935	25,000
FA9	Frontier	17,000	26,000	14,639	26,000
HAL	Hawaiian	25,000	25,000	24,928	25,000
HZN	Horizon	40,000	30,000	5,776	25,000
MIA	Miami Air	27,000	25,000	27,985	25,000
MSA	Mesa	30,000	30,000	20,825	30,000
OAI	Omni		-	-	-
PED	Piedmont	45,000	35,000	7,287	30,000
PSA	PSA	30,000	23,000	13,355	23,000
SPR	Spirit	55,000	55,000	55,596	55,000
UAL	United	560,000	550,000	466,191	550,000
USA	USAirways West	90,000	90,000	106,924	95,000
USA	USAirways East	190,000	155,000	122,531	155,000
	GRAND TOTAL	1,925,000	1,823,000	1,492,400	1,848,000

2014 – 2015 PROPOSED Annual Budget

CONSOLIDATED BUDGET - (See page 20-24.)

Airlines (page 20)

MEC

A detailed MEC budget and narrative is included in the budget; page 5-6.

(Budget Account: 1-070)

LEC

A detailed LEC budget and narrative is included in the budget; page 7-10.

(Budget Account: 1-068)

Negotiations

It is projected that at a majority of the airlines, some type of negotiations will be in progress at some point during the upcoming year, including the merger negotiations of USA/AA and CAL/CMI/UAL, and the residual costs of the merger associated with ATR negotiations and their integration with Southwest. A detailed Negotiations budget and narrative is included; pages 11-12.

(Budget Account: 1-069)

System Board

A detailed System Board budget and narrative is included in the budget; pages 13-14.

(Budget Account: 1-067)

Training (page 20)

(Budget Account: 1-012; Project Number: 066)

Generally, training budgets cover hosting costs ONLY which include fees and expenses for consultants, office supplies and materials, AV equipment rental costs, coffee/beverage/snack costs, and meeting space rental fees as requested.

New Officer

Subsequent to each category election, funding is provided for one newly elected officer from each LEC and MEC to attend an orientation and new officer training. Funding is provided to cover the cost of 20 hours of FPL per officer total, hotel rooms, meals days as authorized, and up to \$50 in transportation costs, hosting costs and training materials. Training is scheduled for June and August 2014 for the Category II newly elected.

(Sub Code: -2110)

Air Safety

This training category has been funded for up to three trainings provided by the Department. Consideration was given to the types of trainings offered and may include Initial, Intermediate, and/or one ASH&S Roundtable. The items funded from these budgets include any hosting costs, one group meal per training, and a minimum of one room night per training.

(Sub Code: -2180)

- Initial or Intermediate Safety Training – One day training. Funded for 1 night hotel for LEC's under 750 FA, one group banquet, one day meal expenses, and hosting costs. MEC/LEC to pay for committee member attendance to include FPL, any additional hotel nights, meal days, transportation costs. Staff expenses will come from the department budget.
- ASH&S Roundtable – Funded for 1 room night and 1 ½ days of meals for up to 15 Safety Chairs, one group dinner for entire group, and hosting costs. LEC/MEC to pay for FPL and transportation costs. Staff expenses paid from the department budget.

2014 – 2015 PROPOSED Annual Budget

CONSOLIDATED BUDGET (cont.)

Negotiations

(**Sub Code: -2160**)

Funding for this training is limited to hosting costs only for new negotiations committee members prior to commencing negotiations. The costs for the Negotiation Committee member attendance to the training are funded in Negotiations budgets for FPL, hotel, meals, transportation. The MEC/LEC will pay for any additional attendees. Negotiations training is required by the C&B.

EAP

(**Sub Code: -2170**)

For the entire year, there is funding for up to three EAP trainings which may include: Critical Incident Response Program Training (CIRP), an EAP Continuing Development Training seminar, and an EAP MEC Chairperson's meeting. The items that are normally funded from these budgets are explained below:

- CIRP - This is funded for hosting costs only. Additionally, due to location of the session, meals costs for 22 people for 3 days are included in the funding. MEC/LEC will pay for committee member attendance to include FPL, hotel, transportation, and other expenses.
- EAP Continuing Development – This is funded for 22 people for 3 days to include hotel nights and meals provided at the retreat. MEC/LEC to pay for FPL and transportation.
- MEC EAP Chair – This is funded for 20 people, hotel and meals for 2 days, and hosting costs. The MEC/LEC will pay for FPL, transportation, and any other expenses.

Advanced Leadership and Member Education

(**Sub Code: -2150**)

The 2013 BOD approved Agenda Item #2, which commits to the establishment, development and implementation of an annual, skills based Advanced Leader training. The Leadership Development Committee, Strategic Planning Committee, ISR's, International Vice President and other consultants will develop the curriculum. Local council participation will be in accordance with Section I.F.2. for a single participant from each Council. A line item for this specific training has been provided. It is proposed as a three day session with approximately 40 participants to include some FPL, hotel and meal expenses.

2014 – 2015 PROPOSED Annual Budget

CONSOLIDATED BUDGET (cont.)

Committees & Meetings (page 21)

(Budget Account: 1-012; Project Number: 034)

Board of Directors (April 2014, Spring 2015)

(Sub Code: -3110)

Provides funding for all costs of the Spring 2014 BOD meeting. This budget is **minimally funded** for the eligible leaders for 20 hours FPL, 4 hotel nights, and 5 days of meal expenses. Ground transportation and any additional expenses will come from the MEC or LEC budget. Additional costs paid from this line item include minimal hosting costs, meeting room expenses, AV equipment, meeting planner, court reporter, parliamentarian, group photo costs, equipment rental, shipping costs, limited staff travel, and printing costs. The timing and scheduling of the Spring 2015 BOD meeting will determine whether this budget year will include one or two BOD meetings.

Executive Board (September 2014 in Washington DC)

(Sub Code: -3115)

Provides funding for a full 2 day in person meeting, meeting at the BOD, and quarterly conference calls. **Minimally funded** for each MECP, 3 nights hotel, 4 days meal expenses, court reporter, hosting/banquet costs. MEC to pay for FPL and transportation expenses.

CWA Convention

(Sub Code: -3105)

Minimally funded for unexpected costs associated with the May 2014 Presidents meeting. The next CWA Convention is scheduled for June 8-10, 2015 in Detroit, Michigan.

Hearing & Appeals

(Sub Code: -4120)

Provides funding for internal adjudication.

Finance Committee

(Sub Code: -3135)

Provides funding for three conference calls and two meetings (a three day meeting in Fall 2014 and a one day meeting in Spring 2015 at BOD) to include 25 hours FPL total for all meetings, five hotel nights, five meal days, limited transportation costs, printing, hosting costs.

Organizing Committee

(Sub Code: -3125)

Provides funding for conference calls only.

Safety & Health Committee

(Sub Code: -3145)

Note: Funding covered in the ASHS Department. This is three members who participate on five international committees.

International Affairs Committee

(Sub Code: -3175)

Note: No funding has been allocated this year.

Leadership Development Committee

(Sub Code: -4110)

Provides funding for conference calls.

Political/Legislative Policy Committee

(Sub Code: -3130)

Provides funding for a two day meeting, and 4 conference calls to include 15 FPL hours, 4 hotel night, 6 meal days, and limited taxi fare.

Negotiations Policy Committee

(Sub Code: -3120)

Note: No funding has been allocated this year.

MEC Negotiations Chairs

(Sub Code: -4126)

Note: No funding has been allocated this year.

Strategic Planning Committee

(Sub Code: -6125)

Provides minimal funding for conference calls.

Merger Oversight Committee

(Sub Code: -4127)

Note: No funding has been allocated this year.

Crew Accommodations and Transportation Committee

(Sub Code: -xxxx)

Note: No funding has been allocated this year.

2014 – 2015 PROPOSED Annual Budget

CONSOLIDATED BUDGET (cont.)

International Office (page 22)

(**Budget Account: 1-012; Project Number: 000**)

Refer also to the separate narrative that addresses the budgets for each department at the International Office; page 24.

Programs/Services (page 23)

(**Budget Account: 1-012; Project Number: 960**)

Balloting

(**Sub Code: -9510**)

No funding has been allocated this year as there are no Category elections.

Special Elections

(**Sub Code: -3165**)

This is a contingency budget funded at an average of previous year expenses incurred.

Flightlog

(**Sub Code: -7150**)

Funding allocated for at least one edition of Flightlog. Other forms of news communication includes AFA information in the CWA News which is published a minimum of four times per year. Eline news blasts and AFA Interactive will also be used to provide information to members.

New Member Materials

(**Sub Code: -9511**)

Funding for member pins, officer pins, membership applications, membership cards, and the production and shipping of new hire brochures. Pin orders for mobilizing campaigns or negotiations activities, are funded from LEC, MEC or Negotiations Budgets.

AFA Chaos Store

(**Sub Code: - 7151**)

This is funded minimally for website costs and product storage for AFA trademarked CHAOS materials.

Constitution & Bylaws

(**Sub Code: -7120**)

Funding to print a new Constitution & Bylaws after the Spring 2014 BOD meeting.

Special Projects

(**Proj. No.: 961; Sub Code: -6190**)

This category provides funding for unexpected expenditures as authorized by the International President. This line item is used for a variety of unanticipated expenditures not captured in other line items. Typically, there will be more than one expense associated with each event. Past examples include: Aircraft Accidents, Pride at Work meetings and conferences, Seniority Integration, Special Merger Meetings, Air Quality, Airline Industry Analysis Reports, membership recruitment programs, CHAOS Activities, Special Negotiations, OSHA Campaign, No Knives on Board, No Cell Phones, Seniority Integration, and the FADAP Grant.

AFA Scholarship Fund

(**Sub Code: -6219**)

This reflects the \$5000 annual contribution to the AFA Scholarship Fund as approved at the 1995 Board of Directors meeting.

James Morris Scholarship Fund

(**Sub Code: -6247**)

Established by action of the 2003 Board of Directors, this fund assists AFA students attending the National Labor College. An annual contribution of \$3000 is made.

Labor 2014-2015

(**Sub Code: -6250**)

This is funding for member education, voter information and mobilization for elections.

2014 – 2015 PROPOSED Annual Budget

CONSOLIDATED BUDGET (cont.)

Affiliations (page 24)

(Budget Account: 1-012; Project Number: 039)

State Federations (New Alliance)

(Sub Code: -0001)

Per capita amount is determined and paid to State Federations at 100% affiliation in New Alliance states. AFA reports membership by workplace, not residence. Councils in New Alliance states may apply for full reimbursement of per capita fees by meeting certain criteria per Section IV.C.2. of the Policy Manual. Currently only ALA 39, AMW 66, UAL 09, and USA 89 have qualified for this funding.

State and Local Councils

(Sub Code: -0000)

Per capita amount is determined and paid to State and Central Labor Councils that are not yet participating in the New Alliance program. Locals may apply for reimbursement of 50% of the cost of affiliating per Section IV.C.2 of the Policy Manual.

Affiliations/CWA National Programs (page 24)

AFL-CIO

The per capita amount is \$.65 per dues paying member per month paid to the AFL-CIO. Review of per capita numbers will be coordinated with the Local Council President and the International Secretary Treasurer.

ITF – International Transport Workers Federation

The per capita amount is £1.45 per international flight attendant. This category is defined as those members who fly primarily international destinations and/or who are domiciled outside the US.

TTD – Transportation Trades Department, AFL-CIO

Per capita amount is \$.2650 per AFA dues paying member per month. Review of number of members for the per capita will be conducted with the International Secretary Treasurer.

Alliance for Retired Americans, AFL-CIO

Per capita amount is \$2.00 per AFA retiree per month.

External Legal (page 24)

(Budget Account: 1-012; Project Number: 131)

Funding for external legal services that cannot be handled in house (e.g., copyright infringement, bankruptcies, mergers, duty of fair representation, other lawsuits, interference charges, etc.)

Mobilization Fund (page 24)

(Budget Account: 1-012; Project Number: 029)

Article XI.A.3. of the Constitution requires \$1.00 from each member's monthly dues to be placed in a fund for the purpose of furthering AFA's goals as stated in Article I. *(The contribution for this category was suspended for the 2013-2014 budget year.)*

**AFA-CWA Annual Budget
CONSOLIDATED BUDGET 14-15**

		APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% CHANGE
		2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	from 2013
	AIRLINES						
068	LEC - 068	4,059,513	4,624,163	4,704,236	4,568,326	5,023,080	7%
070	MEC - 070	2,447,561	2,735,612	2,837,593	2,845,682	3,036,335	7%
067	System Board - 067	1,837,000	1,925,000	1,823,000	1,553,769	1,848,000	1%
069	Negotiations - 069	2,204,000	1,882,000	1,806,000	1,997,662	2,118,000	17%
	CONTINGENCY		421,000	446,000		328,000	(26%)
	LEC Carryover (EST)	80,000	60,000	300,000	384,577	350,000	17%
	MEC Carryover (EST)	154,000	105,000	245,000	228,348	225,000	(8%)
	SUBTOTAL-AIRLINES	10,782,073	11,752,775	12,161,829	11,578,364	12,928,414	6%
	TRAINING (012-066-subcode)						
2110	New Officer	164,086	22,658	109,116	90,000	70,000	(36%)
2180	Air Safety	27,554	19,876	19,876	20,000	22,000	11%
2160	Negotiations	2,250	2,250	2,250	2,250	2,250	0%
2170	EAP	29,199	29,618	29,294	30,000	30,000	2%
2150	Leadership & Member Education: Advanced Leadership Seminar	-	-	15,000		73,000	387%
	SUBTOTAL-TRAINING	223,089	74,402	175,536	142,250	197,250	12%

**AFA-CWA Annual Budget
CONSOLIDATED BUDGET 14-15**

		APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% CHANGE
		2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	from 2013
	COMMITTEES/MEETINGS (012-034-subcode)						
3110	Board of Directors	400,609	293,673	362,494	325,000	371,000	2%
3115	Executive Board	23,822	23,764	31,084	30,000	32,000	3%
3105	CWA Convention	121,476	104,052	65,000	22,000	10,000	(85%)
4120	Hearings & Appeals	10,000	10,000	10,000	-	10,000	0%
3135	Finance	14,407	16,500	18,000	15,000	18,000	0%
3125	Organizing	100	100	100		100	0%
3145	Air Safety, Health & Security	-	-	-		-	0%
3175	International Affairs	-	-	-		-	0%
4110	Leadership Development	100	100	200		200	0%
3130	Political/Legislative Policy	4,500	4,500	4,500	4,500	9,000	100%
3120	Negotiations Policy	-	-	-		-	0%
4126	MEC Negotiations Chairs	500	500	-		-	0%
6125	Strategic Planning Committee	100	200	200		200	0%
4127	Merger Oversight Committee	-	-	-		-	0%
	Direct Membership Election Committee	-	1,000	-		-	0%
	SUBTOTAL-COMMITTEES/MTGS	575,614	454,390	491,577	396,500	450,500	(8%)

**AFA-CWA Annual Budget
CONSOLIDATED BUDGET 14-15**

		APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% CHANGE
		2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	from 2013
	INTERNATIONAL OFFICE (012-000-subcode)						
1110	President	281,510	288,895	285,457	260,428	347,162	22%
1120	Vice President	110,829	115,639	117,739	105,506	141,718	20%
1125	Secretary-Treasurer	220,292	230,918	238,746	223,612	285,354	20%
0000	International/Field Operations	2,357,344	2,451,395	2,456,490	2,353,095	3,032,996	23%
1140	Accounting	164,139	157,939	119,296	114,233	121,671	2%
1141	Membership	340,131	342,819	369,832	356,010	347,711	(6%)
1145	Air Safety, Health, & Security	398,974	386,673	380,392	382,815	412,733	9%
1150	Legal and Collective Bargaining	2,728,104	2,633,173	2,665,077	2,616,840	2,658,768	(0%)
1161	Communications	629,624	611,779	459,480	456,716	471,431	3%
1170	EAP	179,242	173,521	177,338	177,338	199,953	13%
1185	Government Affairs	139,499	132,414	128,474	102,979	133,510	4%
1112	Intl Staff Representatives	350,239	330,885	336,785	324,331	346,424	3%
	SUBTOTAL-INT'L OFFICE	7,899,927	7,856,050	7,735,106	7,473,903	8,499,430	10%

**AFA-CWA Annual Budget
CONSOLIDATED BUDGET 14-15**

		APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% CHANGE
		2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	from 2013
	PROGRAMS/SERVICES (012-960-subcode)						
9510	Balloting	52,834	75,000	166,058	166,000	-	(100%)
3165	Special Elections	10,000	15,000	25,000	-	25,000	0%
7150	Flightlog	71,990	30,000	40,000	-	40,000	0%
7151	Chaos Store	5,000	5,000	1,500	3,228	3,300	120%
9511	New Member Materials	15,000	15,000	15,000	11,000	20,000	33%
7120	Constitution & Bylaws	13,000	16,000	15,000	10,000	15,000	0%
6190	Special Projects - 012-961-XXXX	150,000	100,000	85,000	102,000	100,000	18%
6219	AFA Scholarship Fund	5,000	5,000	5,000	5,000	5,000	0%
6247	James Morris Scholarship Fund	3,000	3,000	3,000	3,000	3,000	0%
6250	Labor 2014-2015	25,000	75,000	25,000	10,000	60,000	140%
	First Responder	20,000	-	-		-	0%
	SUBTOTAL-PROGRMS/SVCS	370,825	339,000	380,558	310,228	271,300	(29%)

**AFA-CWA Annual Budget
CONSOLIDATED BUDGET 14-15**

		APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% CHANGE
		2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	from 2013
	AFFILIATIONS (012-039-subcode)						
0001	State Federations (New Alliance) - 5170	66,000	40,000	42,000	100,000	42,000	0%
0000	State and Local Councils - 5130 (Non-New Alliance)	65,000	40,000	48,000	100,000	48,000	0%
	SUBTOTAL-AFFILIATIONS	131,000	80,000	90,000	200,000	90,000	0%
	AFFILIATIONS (CWA NATIONAL PROGRAMS)						
	AFL-CIO - 5110	315,081	164,959	309,520	309,520	262,556	(15%)
	ITF - 5120 (International Transport Worker Fed.)	65,000	65,000	65,000	65,000	65,000	0%
	TTD, AFL-CIO - 5150 (Transportation Trade Dept)	124,821	103,689	104,760	104,760	88,865	(15%)
	Alliance for Retired Americans - 5180	12,628	12,628	12,628	12,628	12,628	0%
	SUBTOTAL-AFF (NATIONAL PROG)	517,530	346,276	491,908	491,908	429,049	(13%)
	EXTERNAL LEGAL (012-131-0000)	325,000	325,000	325,000	300,000	325,000	0%
	Mobilization Fund	121,185	-	-		491,448	0%
	GRAND TOTAL	20,307,529	20,881,616	21,359,607	20,401,246	23,253,343	9%

2014 – 2015 PROPOSED Annual Budget

DEPARTMENT BUDGETS - (See pages 25-39.)

The budgets for each of the International Office departments are in the section that follows. The budgets indicate the costs necessary to maintain those departments such as salaries, supplies, equipment, outside consultants, postage, etc. (Employee benefits are included in International Field Operations – 012-000-0000.)

The individual department budgets do not include expenses such as rent for 501 3rd St, and the ORD Legal office, business insurance, bank service charges, depreciation of fixed assets, centrally controlled telephone charges, Xerox leases, and other equipment maintenance, etc. as those costs are captured in the International Field Operations – 0000 central cost center.

The following information affects all departments and will enable a more meaningful review of each budget:

- Staff expenses include travel, hotels, per diem, and professional association fees.
- All staff computers are charged to the specific Department budget.
- Routine office supplies and copying charges are now charged to individual departments.
- Printing and postage is charged to individual departments based on usage.
- Miscellaneous includes: luncheons, receptions, flowers, and contributions.

Since January 2011, a concerted effort has been underway to identify, reduce or eliminate any discretionary costs at the International office that are not vital or essential to the organization or the needs of the members. This involves reduction of staff and reallocation of staff responsibilities in all departments. AFA Staff members participated in wage and benefits concessions from April 2012 to September 2013. The USE and OPIEU collective bargaining agreements, covering most members of staff, were negotiated in September 2013 resulting in wage increases for all bargained and non-bargained staff, including 401K matching increases. Retiree health care costs and pension contributions, previously included in the CWA budget, are now apportioned to each CWA sector. This new cost is included in the 012-000-000 benefits line. Additionally, by action of the 2013 BOD, savings and efficiencies were implemented, where possible, to achieve a 7% reduction in expenses.

International President

(**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1110**)

Funding is provided for attendance at MEC and LEC meetings, ITF, AFL-CIO Executive Council and Flight Attendant Union Coalition meetings. In addition, the budget provides for hosting one Flight Attendant Union Coalition meeting. The Miscellaneous line is used for a variety of expenditures not captured in other line items. An example is contributions upon illness/birth/death of AFA representatives, staff, or friends in the labor movement. Other examples include participation in labor community & political events, or advertisement/donation requests. This department includes the International President, Executive Assistant, and the Administrative Support to the International President.

International Vice President

(**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1120**)

Funding is provided for attendance at MEC and LEC meetings and Coalition of Flight Attendant Union meetings. Funding is also provided for preparation and participation in AFA's leadership development and mobilization programs. This department currently oversees the Communications and ISR Departments. There is one employee.

Int'l Secretary-Treasurer

(**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1125**)

Funding is provided to cover the expenses of the Secretary Treasurer and the Director of Finance and Personnel, to include travel for Budgeting Conferences to individual airlines, and travel to LEC meetings. The third employee is the mail room clerk. This department also covers the General Manager Department's prior commitments and functions. This department oversees the Membership and Accounting departments.

International/Field Operations

(**Budget Account: 1-012; Proj. No.: 000; Sub Code: -0000**)

International Field Operations budget contains the costs born as part of the international operations but which cannot be allocated to the individual departments. The largest cost is that of the Benefits (10% Pension contribution, Healthcare, Dental, Vision, LTD, FICA taxes, 401K, Retiree Healthcare, et al.) of the AFA-CWA Staff. All of these types of costs are centralized in this Department. Rent is for the Chicago and Charlotte field offices, MSP field office, and for HQ space at 501 3rd St.

2014 – 2015 PROPOSED Annual Budget

DEPARTMENT BUDGETS - (cont.)

Accounting (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1140**)
Provides support for members in the form of processing expense reports, processing all sector commercial bills, and interfacing with the CWA Accounting Department. There are two incumbent full time employees.

Membership (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1141**)
Provides support to members and locals as an interface with the CWA Membership/Dues Department. Ongoing restructuring of this department is taking place as we change systems and continue to integrate with the new CWA dues and membership systems. This department does all AFA balloting and dues collections. There are five incumbent full time employees.

Air Safety & Health (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1145**)
Funding provides for ITF, FAA and Aviation Rulemaking Advisory Committee (ARAC) activities, and continuing representation in a multitude of issues and working groups. This budget includes funding for consultants on aircraft engineering and certification, evacuation certification and modeling, air quality and American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE), and Federal Aviation Administration Regulations and Procedures. There are four incumbent full time employees.

Legal and Collective Bargaining (**Budget Account: 1-012; Proj. No.: 031; Sub Code: -1150/1/3**)
The budget reflects overall costs necessary to represent AFA in negotiations, system board, litigation, research, and general legal counsel, with satellite offices in CLT, ORD and MSP. Funding includes twenty-three (23) positions. The breakdown is: General Counsel, Director of Collective Bargaining, nine staff attorneys, four staff negotiators, one benefits analyst/attorney position, a paralegal, a senior research analyst, a research assistant, and four administrative positions in support of the staff in the department. One administrative secretary and the paralegal are at the Int'l Office covering general legal secretarial duties and system board submissions, three positions are in Chicago, including one office manager and two administrative positions, and one part time administrative position is in Charlotte.

Communications (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1161**)
Funding is provided for Flightlog administration, public relations, media, print communications, and website administration. There are five incumbent positions: Department manager, graphic artist, writer, electronic communications coordinator/webmaster, and media coordinator.

EAP (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1170**)
Funding for two incumbent full-time employees. Expenses include certifications, conferences, travel, intern and phones.

Government Affairs (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1185**)
Funding is provided for one full-time employee. Staff expenses include attendance at AFL-CIO political meetings, member expenses for support work in the International office, and expenses associated with lobbying on Capitol Hill. Funding is provided for some member FPL and an intern to assist with administrative tasks.

ISR Administration (**Budget Account: 1-012; Proj. No.: 000; Sub Code: -1112**)
Funding is provided for three full time employees to include staff travel and expenses for quarterly meetings at the International Office, development and implementation of New Leader Training, general training hosting costs, negotiations support, and new carrier/member support, etc. Six potential trainings are funded for member expenses for councils under 750 for hotel and meals (Suggested trainings include these subjects: Mobilization TR, Grievance Chair Roundtable, Scheduling Chair Roundtable, one ad hoc 3 day officer training, Advanced GR TR, and two new topic trainings (Business Model, Conflict Resolution, Public Speaking.)

AFA-CWA Annual Budget
TOTAL DEPARTMENTS 13-14

DEPARTMENTS	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses	PROPOSED 2014-2015	% Change from 2013
Salaries	4,616,404	4,519,194	4,396,678	4,373,840	4,665,090	6%
Benefits	1,534,216	1,534,216	1,884,816	1,750,000	1,970,331	5%
Staff Expenses	346,420	297,255	338,675	332,351	327,897	(3%)
Member Expenses	53,104	49,304	41,042	24,664	41,600	1%
Staff Training	5,500	6,620	6,270	515	4,700	(25%)
Communications	167,174	171,049	141,385	148,500	158,231	12%
Supplies & Furniture	23,475	22,538	22,475	20,412	20,975	(7%)
Postage & Freight	99,150	93,850	88,650	68,529	65,850	(26%)
Xerox & Printing	20,100	17,400	17,400	9,600	17,100	(2%)
Computer Services	3,600	4,880	4,400	-	4,150	(6%)
Accounting Services	35,240	35,240	5,240	5,000	5,240	0%
Legal Services	15,000	18,000	-	4,000	-	
Outside Services	121,050	121,050	111,050	7,676	1,050	(99%)
Outside Personnel Services/OT	60,000	73,300	90,500	98,000	87,300	(4%)
Leased Equipment Rental	31,640	34,640	30,740	26,880	65,420	113%
Taxes	368,000	368,000	368,000	340,000	347,000	(6%)
Subscriptions/Publications	30,776	30,110	28,910	41,270	42,910	48%
Rent	324,405	415,456	594,644	124,000	579,876	(2%)
7% Reduction	-	-	(519,293)	-	-	(100%)
Insurance/Banking	37,473	37,473	79,473	92,784	90,959	14%
Miscellaneous	7,200	6,475	4,050	2,860	3,750	(7%)
TOTAL	7,899,927	7,856,050	7,735,106	7,470,881	8,499,430	10%

**AFA-CWA Annual Budget
PRESIDENT 14-15**

PRESIDENT 012-000-1110	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (3)	242,710	243,595	257,657	245,367	320,812	25%
Staff Expenses	30,000	36,500	20,000	8,507	19,000	(5%)
Member Expenses	-	-	-	600	-	
Staff Training	-	-	-	-	-	
Communications	4,800	4,800	4,800	3,923	4,800	0%
Supplies & Furniture	600	600	600	521	600	0%
Postage & Freight	1,200	1,200	1,200	100	1,200	0%
Xerox & Printing	500	500	500	600	500	0%
Computer Services	-	-	-	-	-	
Accounting Services	-	-	-	-	-	
Legal Services	-	-	-	-	-	
Outside Services	-	-	-	-	-	
Outside Personnel Services	-	-	-	-	-	
Equipment, Rental & Repair	-	-	-	700	-	
Taxes	-	-	-	-	-	
Subscriptions/Publications	-	-	-	-	-	
Rent	-	-	-	-	-	
Depreciation	-	-	-	-	-	
Insurance/Banking	-	-	-	-	-	
Miscellaneous	1,700	1,700	700	110	250	(64%)
TOTAL	\$ 281,510	\$ 288,895	\$ 285,457	\$ 260,428	\$ 347,162	22%

Non labor costs	38,800	45,300	27,800	15,061	26,350	(5.2%)
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AFA-CWA Annual Budget
VICE PRESIDENT 14-15

VICE PRESIDENT 012-000-1120	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (1)	92,179	96,989	101,839	96,592	123,218	21%
Staff Expenses	14,975	14,975	12,475	7,029	14,975	20%
Member Expenses				735		0%
Staff Training						
Communications	3,000	3,000	3,000	200	3,000	0%
Supplies & Furniture	175	175	175	400	175	0%
Postage & Freight	250	250	250		250	0%
Xerox & Printing				200		
Computer Services						
Accounting Services						
Legal Services						
Outside Services						
Outside Personnel Service	-	-	-		-	
Equipment, Rental & Repair						
Taxes						
Subscriptions/Publications						
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	250	250	-	350	100	0%
TOTAL	\$ 110,829	\$ 115,639	\$ 117,739	\$ 105,506	\$ 141,718	20%

Non labor costs	18,650	18,650	15,900	8,914	18,500	16.4%
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AFA-CWA Annual Budget
SEC-TREASURER 14-15

SEC-TREASURER 012-000-1125	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses	PROPOSED 2014-2015	% Change from 2013
Salaries (3)	213,512	224,138	233,566	215,122	279,454	20%
Staff Expenses	4,000	4,000	2,500	2,000	2,500	0%
Member Expenses	-	-	-	5,000	-	
Staff Training	1,000	1,000	1,000	515	500	(50%)
Communications	780	780	780	700	2,000	156%
Supplies & Furniture	350	350	350	275	350	0%
Postage & Freight	300	300	300		300	0%
Xerox & Printing	250	250	250		250	0%
Computer Services	-	-	-		-	
Accounting Services	-	-	-		-	
Legal Services	-	-	-		-	
Outside Services	-	-	-		-	
Outside Personnel Service	-	-	-		-	
Equipment, Rental & Repair	-	-	-		-	
Taxes	-	-	-		-	
Subscriptions/Publication	-	-	-		-	
Rent	-	-	-		-	
Depreciation	-	-	-		-	
Insurance/Banking	-	-	-		-	
Miscellaneous	100	100	-		-	0%
TOTAL	\$ 220,292	\$ 230,918	\$ 238,746	\$ 223,612	\$ 285,354	20%

Non labor costs	6,780	6,780	5,180	8,490	5,900	13.9%
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AFA-CWA Annual Budget
ACCOUNTING 14-15

ACCOUNTING 012-000-1140	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (2)	163,439	157,239	118,746	114,153	121,121	2%
Staff Expenses	0	0	0		0	
Member Expenses						
Staff Training						
Communications						
Supplies & Furniture	300	300	300	25	300	0%
Postage & Freight	150	150	150	55	150	0%
Xerox & Printing						
Computer Services						
Accounting Services						
Legal Services						
Outside Services						
Outside Personnel Services / O	0	0	0		0	
Equipment, Rental & Repair						
Taxes						
Subscriptions/Publications						
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	250	250	100		100	0%
TOTAL	164,139	157,939	119,296	114,233	121,671	2%
Non labor costs	700	700	550	80	550	0%

AFA-CWA Annual Budget
ASHSD 14-15

AIR SAFETY, HEALTH & SECURITY 012-000-1145	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (4)	354,978	341,695	345,631	343,267	371,724	8%
Staff Expenses	23,984	23,948	19,948	27,000	26,752	34%
Member Expenses	8,104	8,112	2,500	550	3,000	20%
Staff Training	-	-	-	-	-	
Communications	5,143	7,143	7,143	8,182	8,337	17%
Supplies & Furniture	500	250	250	1,336	250	0%
Postage & Freight	1,300	1,300	1,300	140	500	(62%)
Xerox & Printing	1,150	500	500	-	200	(60%)
Computer Services	1,500	2,050	1,570	-	420	(73%)
Accounting Services						
Legal Services						
Outside Services	-	-	-	2,105	-	
Outside Personnel Services						
Equipment, Rental & Repair	-	-	-	-	-	
Taxes						
Subscriptions/Publications	2,066	1,400	1,400	235	1,400	0%
Rent	-	-	-	-	-	
Depreciation						
Insurance/Banking						
Miscellaneous	250	275	150	-	150	0%
TOTAL	\$ 398,974	\$ 386,673	\$ 380,392	\$ 382,815	\$ 412,733	9%
Non labor costs	43,997	44,978	34,761	39,548	41,009	18.0%

AFA-CWA Annual Budget
COMMUNICATIONS 14-15

COMMUNICATIONS 012-000-1161	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (5)	602,041	579,477	432,508	429,441	442,511	2%
Staff Expenses	3,281	3,430	3,600	1,400	4,000	11%
Member Expenses	-	-	-		-	
Staff Training	-	1,120	1,070		2,500	134%
Communications	14,492	16,292	16,292	23,800	16,260	(0%)
Supplies & Furniture	900	1,250	800	75	300	(63%)
Postage & Freight	-	-	-		-	
Xerox & Printing	3,000	1,000	1,000		1,000	0%
Computer Services	-	550	550		1,200	118%
Accounting Services						
Legal Services						
Outside Services	-	-	-		-	0%
Outside Personnel Services						
Equipment, Rental & Repair	1,400	4,400	500		500	0%
Taxes						
Subscriptions/Publications	4,260	4,260	3,060	2,000	3,060	0%
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	250	-	100		100	0%
TOTAL	\$ 629,624	\$ 611,779	\$ 459,480	\$ 456,716	\$ 471,431	3%
Non labor costs	27,583	32,302	26,972	27,275	28,920	7%

AFA-CWA Annual Budget
EAP 14-15

EAP	APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% Change
012-000-1170	2011-2012	2012-2013	2013-2014	Expenses	2014-2015	from 2013
				2013-2014		
Salaries (2)	160,537	154,548	159,728	158,491	181,083	13%
Staff Expenses	9,180	7,530	6,930	5,090	7,940	15%
Member Expenses	-	-	-	500	-	
Staff Training	-	-	-		-	
Communications	3,825	3,900	3,900	2,300	3,900	0%
Supplies & Furniture	1,200	1,413	1,200	3,000	1,200	0%
Postage & Freight	1,050	750	750	700	750	0%
Xerox & Printing	800	750	750	70	750	0%
Computer Services	600	780	780		1,030	32%
Accounting Services						
Legal Services						
Outside Services	300	300	300		300	0%
Outside Personnel Services	-	1,800	1,500	3,000	1,500	0%
Equipment, Rental & Repair						
Taxes						
Subscriptions/Publications	1,250	1,250	1,250	815	1,250	0%
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	500	500	250	350	250	0%
TOTAL	\$ 179,242	\$ 173,521	\$ 177,338	\$ 177,338	\$ 199,953	13%
Non labor costs	18,705	18,973	17,610	15,825	18,870	7%

AFA-CWA Annual Budget
GOV AFFAIRS 14-15

GOVERNMENT AFFAIRS 012-000-1185	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (1)	88,269	85,000	85,000	85,725	90,000	6%
Staff Expenses	6,000	7,992	7,022	4,265	7,000	(0%)
Member Expenses	20,000	19,192	16,542	3,000	16,600	0%
Staff Training	-	-	-		-	
Communications	1,380	1,380	1,860	1,464	1,860	0%
Supplies & Furniture	500	500	500	375	500	0%
Postage & Freight	5,800	800	1,100		1,100	0%
Xerox & Printing	5,000	5,000	5,000	150	5,000	0%
Computer Services	-	-	-		-	
Accounting Services	-	-	-		-	
Legal Services	-	-	-		-	
Outside Services	-	-	-		-	
Outside Personnel Service	4,800	4,800	3,800		3,800	
Equipment, Rental & Repair	-	-	-		-	
Taxes	-	-	-		-	
Subscriptions/Publications	7,500	7,500	7,500	8,000	7,500	0%
Rent	-	-	-		-	
Depreciation	-	-	-		-	
Insurance/Banking	-	-	-		-	
Miscellaneous	250	250	150		150	0%
TOTAL	\$ 139,499	\$ 132,414	\$ 128,474	\$ 102,979	\$ 133,510	4%
Non labor costs	51,230	47,414	43,474	17,254	43,510	0%

AFA-CWA Annual Budget
ISR 14-15

ISR	APPROVED	APPROVED	APPROVED	Projected	PROPOSED	% Change
012-000-1112	2011-2012	2012-2013	2013-2014	Expenses	2014-2015	from 2013
				2013-2014		
Salaries (3)	248,189	238,735	252,935	247,741	257,994	2%
Staff Expenses	65,000	58,100	51,100	51,501	55,630	9%
Member Expenses	25,000	22,000	22,000	14,279	22,000	0%
Staff Training	1,500	1,500	1,500		1,500	0%
Communications	6,000	6,000	4,900	5,931	4,900	0%
Supplies & Furniture	1,400	1,400	1,400	920	1,400	0%
Postage & Freight	600	600	600	168	600	0%
Xerox & Printing	900	900	900	500	900	0%
Computer Services	-	-	-		-	
Accounting Services						
Legal Services						
Outside Services	750	750	750	2,571	750	0%
Outside Personnel Services						
Equipment, Rental & Repair	-	-	-		-	
Taxes						
Subscriptions/Publications	500	500	500	220	500	0%
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	400	400	200	500	250	25%
TOTAL	\$ 350,239	\$ 330,885	\$ 336,785	\$ 324,331	\$ 346,424	3%
Non labor costs	102,050	92,150	83,850	76,590	88,430	5%

AFA-CWA Annual Budget
LEGAL & COLL BARGAINING 14-15

LEGAL & COLLECTIVE BARGAINING 012-000-1150	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (23)	2,218,170	2,174,209	2,134,187	2,136,455	2,190,914	3%
Staff Expenses	190,000	140,780	215,000	225,559	190,000	(12%)
Member Expenses	-	-	-	-	-	
Staff Training	3,000	3,000	2,500	-	-	
Communications	109,044	109,044	80,000	85,000	93,684	17%
Supplies & Furniture	14,250	13,000	11,000	10,689	10,000	(9%)
Postage & Freight	7,500	7,500	7,000	4,913	5,000	(29%)
Xerox & Printing	2,500	2,500	2,500	600	1,000	(60%)
Computer Services	1,500	1,500	1,500	-	1,500	0%
Accounting Services	-	-	-	-	-	0%
Legal Services	-	-	-	-	-	
Outside Services	120,000	120,000	110,000	3,000	-	(100%)
Outside Personnel Services//	30,200	30,200	70,200	95,000	82,000	17%
Equipment, Rental & Repair	15,240	15,240	15,240	20,624	49,920	228%
Taxes						
Subscriptions/Publications	15,200	15,200	15,200	30,000	29,200	92%
Rent	-	-	-	4,000	4,800	
Depreciation						
Insurance/Banking						
Miscellaneous	1,500	1,000	750	1,000	750	0%
TOTAL	\$ 2,728,104	\$ 2,633,173	\$ 2,665,077	\$ 2,616,840	\$ 2,658,768	(0%)
Non labor costs	509,934	458,964	530,890	480,385	467,854	(11.9%)

**AFA-CWA Annual Budget
MEMBERSHIP 14-15**

MEMBERSHIP 012-000-1141	APPROVED 2011-2012	APPROVED 2012-2013	APPROVED 2013-2014	Projected Expenses 2013-2014	PROPOSED 2014-2015	% Change from 2013
Salaries (5)	232,381	223,569	274,882	301,486	286,261	4%
Staff Expenses	-	-	100		100	0%
Member Expenses	-	-	-		-	
Staff Training	-	-	200		200	
Communications	-	-	-		-	
Supplies & Furniture	1,500	1,500	3,500	916	3,500	0%
Postage & Freight	75,000	75,000	70,000	46,453	50,000	(29%)
Xerox & Printing	6,000	6,000	6,000	7,155	7,500	25%
Computer Services						
Accounting Services						
Legal Services						
Outside Services						
Outside Personnel Services / O	25,000	36,500	15,000		-	(100%)
Equipment, Rental & Repair	-	-	-		-	
Taxes						
Subscriptions/Publications						
Rent						
Depreciation						
Insurance/Banking						
Miscellaneous	250	250	150		150	0%
TOTAL	\$ 340,131	\$ 342,819	\$ 369,832	\$ 356,010	\$ 347,711	

Non labor costs	107,750	119,250	94,950	54,524	61,450	(35.3%)
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