



## LETTER FROM OUR SECRETARY TREASURER KEVIN P. CREIGHAN

### 2016-2017 in Review:

As the airline industry continues to evolve, our fundamental mission to unite all professional Flight Attendants remains steadfast. In 2016, we focused on our core priorities, and made significant progress in meeting the challenges presented. Simply said – we were very successful in our goals and achievements!

As a Union, we committed to “playing offense” and that resulted in organizing new airlines to our Union. Contracts were ratified to better protect our members. We saw significant achievements on Capitol Hill that clearly enhanced our Profession. And our plan created Union value for our members resulting in the ongoing solid representation at LEC’s and MEC’s.



Your efforts are paying off! In 2016, as we grew as a Union; we strengthened our positions; and, we met the needs of our members. Your leadership and cost containment within budget allocations resulted in a financial year that provided fundamental stability to our organization. We are well positioned to support growth to our Union and meet the future head on!

### 2017-2018 and Beyond:

Our plan for keeping our Union on a strong financial footing requires that a strategic financial strategy is developed that is forward looking. With the goal of growing our Union, and supporting the airlines within, we should ensure we are well positioned to meet these priorities in the coming fiscal year.

As in years past, our Revenue relies upon anticipated Dues Income, which is directed towards achieving priorities. Using the “status quo” approach to LEC and MEC budget allocation formulas of the past 3-4 years, LEC budgets have increased by 18.1% and MEC budgets have increased by 26.0%. This funding focuses resources on the priority of direct representation at the Councils and Airlines. The International Office has increased by 8.8%. This increase is predominantly for two additional negotiators and the consulting expertise to assist us in achieving our Fight for 10 campaign and solidifying our positions in the FAA Re-Authorization bill. In total, this direction continues our dedication in support of a more secure and stable Union that prioritizes negotiating and defending contracts, advancing our profession, providing the best direct representation in the industry!



Meeting the challenges ahead takes more than just a short term perspective. As our Union grows and strengthens, medium term planning for the next 2-3 years is imperative.



Our Future Funding Commitment (FFC) is an improved budgeting concept to eliminate fluctuations and allocate current resources now for future C&B commitments.

This approach allows for smarter resource planning now that will fund known essential constitutional requirements three years into the future! In the next two years, we will be ready with resources to cover Category III Elections, the associated next New Leader Training, and the start of the next UAL Negotiations.

AFA is changing the narrative about who are “Aviation’s First Responders”. Our value going forward must be clear and straightforward to current and new members. To that end, we must continue to look further into the future – into the long-term. We do this by ensuring our Reserve Fund has a solid foundation to provide resources for unexpected events. In 2017, we reached a milestone and made a \$1.6M contribution to the Reserve Fund, which is exciting as it is the first significant addition to it in many years. Our existing reserves, with this 2017 contribution, will continue to grow in well-diversified, conservative investments.

## The Budget:

For many of us, we face the challenge of the budget every year. While it seems like a complicated equation - it is not – it is a plan! This year we are improving the yearly plan by making choices that transform our Union to a secure and stable organization that is ready to pursue emerging opportunities. Our vision is clear – we are preparing for the future – and creating our future!

Our Board of Directors, along with all of our elected Officers, Activists, Volunteers, and professional Staff have all worked very well as a team. This collective team will meet the challenges of the present day and future years as we all continue focusing on the AFA mission and delivering results for members. We’ve come a long way over the last 10 years, and I am deeply proud of our AFA team for getting us to this point and exceptionally thankful for what they do every day for our Union.



A handwritten signature in black ink that reads "Kevin P. Creighan".

Kevin P. Creighan  
International Secretary-Treasurer

**As we enter a new era of budgeting,  
we look forward to the future!**