



# Letter from the Secretary Treasurer Kevin P. Creighan

*"In the middle of every difficulty lies opportunity."*

*- Albert Einstein*

## 2017-2018 – Remarkable!

The direction of our Union is clear and we are building a solid financial footing for our membership. Not only did AFA contribute almost \$4 million to the Reserve Fund, we pushed the boundaries and doubled our commitment to our Future Funding line item. This is truly remarkable! Revenues increased for a third straight year, as many of our airlines are growing – adding new flight attendants to the AFA family. We made significant progress in securing new contracts for ATI, Omni and Silver, while taking the lead on double digit contract gains for our regional flight attendants at Mesa. The Alaska and Virgin America flight attendants have a TA that provides substantial improvements for all members.



AFA delivered on all fronts – top tier performance – the kind of performance that builds confidence in our members and strength in our Union. We have found a way to minimize and maintain spending within limits defined, successfully negotiate and defend contracts, retain value, and protect members.

Your efforts are paying off! In 2017, with your leadership and careful stewardship of Union funds, demonstrates the budget balance and factors approved by the Board for the last four years are on target and the plan in place

is the right direction for our Union. Our Union is fundamentally stable, well positioned to support growth and new airlines to our organization, and has a strong culture of commitment and incredible value for our members.

## 2018-2019 and Beyond: Game On!

By nearly any measure, the past 10 years of leader commitment have resulted in the strong balance sheet of today, especially during a time period that had several major challenges for our Union. As a result of our dedicated and able leaders, and the firm direction from our Finance Committee, who provided strength, consistency, and forced the difficult questions and resulting answers, AFA achieved greatness in the time of adversity. We know what it takes to be successful, and know that we are stronger and better when we are together on all fronts!



## The Budget

The balanced budget presented before you is one to be proud of. Revenue has a projected increase of 7.3%, LEC budgets have grown 8.6% and MECs by 3.6%. Negotiations and System Board are both up 3.6%. The largest area of budget growth is in the Carryover lines which are up 47.2% for LECs and 17.4% for MECs. It is clear, that based on the budget of last year, this status quo plan works! While budgeting may be confusing at times, and may seem complicated to some, our leaders have grasped their responsibility to understand what it takes to contain costs and make our Union strong and viable. I think you will agree, with this budget, we are building a Union with a long term future.

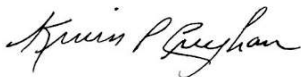
*“You can’t go back and change the beginning, but you can start where you are and change the ending.”*

*- C.S. Lewis*

## Looking Ahead

What we know today is that the foundation of AFA is solid and secure. By continuing to follow our strategic Status Quo Plan, our budget for 2018 is balanced, commits to growing our Reserve Fund, provides resources to Negotiations for the best contracts, funds System Board activity, and commits to educating our leaders to carry our Union forward.

We’ve come a long way over the last 10 years, and I continue to be amazed at the successes of our AFA team and incredibly proud of what is done every day for our members and this Union.



Kevin P. Creighan  
International Secretary-Treasurer

