



Letter from the Secretary Treasurer Kevin P. Creighan

“Labor never quits. We never give up the fight – no matter how tough the odds, no matter how long it takes.”
— George Meany

In the face of adversity, our Union never backed down. We met challenges head on with a resilience that made us stronger, even more courageous, and simply unstoppable. The challenges we faced as a nation and around the world in 2020 only strengthened our resolve.

Just as America has had to make some dramatic changes, AFA's Board of Directors established a successful financial plan that continues to represent members in a fiscally responsible way that enables us to maintain our strength and standing as the leading Flight Attendant Union.



Last year at this time, the pandemic was just starting. AFA initiated the strongest viable strategy with the Payroll Support Program, and led the way for all Unions to ensure survivability. The AFA offices were closed to in-person work, and the Staff pivoted to reset our operations. Meetings were rescheduled to a virtual format, and many daily conference calls and Zoom meetings took place, to ensure a smooth transition to the new operating mode. Our leaders were faced with challenges in sync with the airlines on decisions affecting their members - voluntary furloughs, short

and long term leaves of absence, and all while dealing with the effects of reduced flying and how to navigate their own personal lives. The Executive Board engaged on daily conference calls with the International leadership. It was true leadership on all fronts to adapt to the ever changing events.

The 2020-2021 budget approved by the Board of Directors in May 2020 provided a framework to navigate the uncertain times ahead. It was a very strategic and responsible plan. The management of expenditures by LEC's and MEC's was even more impressive. This cautious but strategic approach paved the way for a year end surplus! This is extraordinary, and it is the dynamic leaders throughout the Union that got us to this place.

What Happened?

There was the loss of four airlines; loss of three non-US UAL councils; and, loss of ARW 28.

AFA quickly adapted and continues to move forward. In a difficult time, AFA remained fiscally stable, and a mid-term budget adjustment was not required! PSP #1 and PSP #2 worked – jobs were saved; incomes were protected; and members remained connected to their benefits!



What to Expect in 2021-2022?

Travel will increase and we will see the return of some demand for air travel. We also will see the end of the current PSP, and a period of uncertainty after September 2021. Will there be furloughs; will current furloughs merely be extended; or will there be hiring. Our revenue projections presume we will maintain the current level of members.

What about this Financial Plan – Budget?

Given the good fiscal performance of LEC's and MEC's and expectations for that to continue, we are projecting budgets that are at the same levels as they are now. These budgets will ensure the ability to continue to provide the same high level of representation.

Positioned for Change and Growth

During 2019 and 2020, AFA found the right balance that allowed leaders to negotiate and defend contracts, while simultaneously advancing our profession, and we called these the "Status Quo" budgets.

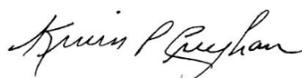
This proposed budget for 2021 continues that trend. LEC and MEC Budget calculations are identical, and in total, there are increases. International Office Budgets were kept almost exactly the same. This Proposed Budget provides for a return of some in-person meetings and that we also continue to utilize virtual meetings as this has increased member participation. In-person trainings are being scheduled for ASHS and EAP, as well as an Advanced Leadership Training. Plans are underway for an in-person Board of Directors meeting in early 2022. While it is important to maintain our ability to have face-to-face meetings and trainings, we have also learned the value in virtual meetings to stay connected in real-time, allowing for more member and leader connections while lessening the strain of travel costs on our budgets.

Times of great change, though daunting, are also times of tremendous opportunity. The next few years will provide potential opportunities of a kind not seen in decades—for our Union and for those Unions with the will and the ability to act and influence positive change.

A solid financial foundation enhances the power of the Union and provides security and certainty to our members.

At this moment ongoing financial stability of our Union positions us for continued success.

In Solidarity,



Kevin P. Creighan
International Secretary-Treasurer