

**APFA  
OFFICIAL MINUTES  
BOARD OF DIRECTORS' ANNUAL CONVENTION**

**MARCH 14-18, 2005  
EMBASSY SUITES-LAKEFRONT  
CHICAGO, ILLINOIS 60611**

**1100 President's Opening Remarks**

President Hutto-Blake welcomed all to the Annual Convention of the APFA Board of Directors. She stated that pre-meeting conversations were held concerning procedure and rules. An official parliamentarian is present.

**Call to Order**

President Hutto-Blake officially calls the Annual Convention of the APFA Board of Directors to order.

**Roll Call**

Secretary Hildreth was asked to take the roll call. Seventeen Board Members were present at the time of roll call.

**Agenda Review and Approval**

President Hutto-Blake asks if there are any corrections to the published agenda for this meeting. Three corrections were noted and made. Additions were suggested to the agenda. At this time, the parliamentarian present clarified the procedure for this.

Several additions were made to the published agenda. These were presented in the form of an amendment to the agenda. This procedure was followed as additional amendments were put forth to this agenda. A discussion ensued regarding the placement of these additional agenda items and the proper procedure to be followed was stated by the parliamentarian. Each additional agenda item is to be presented as an amendment to the original published agenda and voted upon by the Board. This procedure was followed, by the Board of Directors, for each additional agenda item suggested. It was discussed and decided, that the procedure forthwith will be that additional agenda items, suggested as an amendment to the original published agenda, will be placed at the bottom of new business of the published agenda. All agreed that this would be the Board's procedure from this point forward.

Additionally, at this point an inventory log was passed to all members of the Board to record APFA equipment in their possession.

A hand vote was taken to approve the agenda as amended. All Board Members present voted in favor of this amendment.

### **Ad Hoc Nominations**

President Hutto-Blake outlined the information that was provided regarding the procedures for the Ad Hoc Elections as well as information forwarded by the National Ballot Committee to all members of the Board.

Secretary Hildreth was asked to read the names of the delegates to this National Convention prior to the voting process regarding the Ad Hoc members. Two members in good standing have submitted their names for consideration as Ad Hoc members. These names are George Price and Steve Carter. Steve Watson, Lenny Aurigemma, Rick Musica, Mario St. Michel, Julie May Moyer, and Juan Johnson were also nominated by members of the Board.

### **Budget Presentation – Review and Approval**

The Budget Committee was asked to come to the front of the room for the presentation. This is a formal report and all comments were to be reserved until the conclusion of said report. The 2006 Budget Committee was introduced to all present. The committee members are Cheri Washbish, Greg Gunter, Doug Newland and Sharon Lennox. This has been a work in progress for almost eight months and was a huge task.

Treasurer Lukensmeyer stated that although there are many different viewpoints, she is aware of the tremendous commitment to the APFA by all who choose to work within the Union. Treasurer Lukensmeyer joined the APFA staff last week for their weekly 8:30 am pre-work day inspirational get together. She shared that the scripture read that day moved her and she wished to share this with the Board. The scripture chosen that day read .....”so that there be no division in the body and that its parts may have equal concern for each other. If one part suffers every part suffers with it. If one part is honored all parts share in its joy.” The Treasurer continued by asking all delegates to take extensive notes and to save the questions and comments until the end of the presentation.

Treasurer Lukensmeyer acknowledged all the assistance this Committee has given to her regarding history, procedure and their expertise. They have guided her through this process and for this she is extremely grateful. The Treasurer outlined the methodology used in establishing these budgets. She also reviewed the requests submitted concerning the formulation of budgets, as well as outstanding debts satisfied. The dues reduction and its effect on the proposed budgets, was discussed. The preliminary budgets were forwarded to each Board Member for input and comments. The Treasurer stated that the

comments were plentiful and the Budget Committee met once again to discuss this input and feedback.

A slide presentation of historical budgeted monies and the proposed budget for 2006 was given at this time. Treasurer Lukensmeyer read an article regarding the new LM2 procedures as instituted by the Republican Administration. This also included a briefing regarding the auditing of unions by the Labor Department.

Mady Gilson of Bradhoff & Kaiser addressed the Board of Directors concerning the fiduciary responsibility of non-profit organizations and the fact that they are held to a higher standard. Ms. Gilson outlined the legal guidelines concerning the fiduciary responsibilities of the Board of Directors as pertains to the law. The APFA Constitution also provides, in Article III, that the Board of Directors has an obligation to safeguard and protect the APFA and its membership. This applies to financial dealings as well. The Board of Directors, as a body, has a legal responsibility for the budget.

This Union is still recuperating from many inherited expenses, as well as building improvements, computer upgrades, equipment purchases, task forces that were formed regarding issues directly impacting the flight attendants, policy manual update, change of phone vendors, and problems with the voluntary insurance program.

Treasurer Lukensmeyer thanked all for their efforts in helping to cut expenses. The financial strength of this Union is dependant upon the foundation set forth by this Board of Directors. Each section of the proposed budget was then presented. The review began with discussion of income which included dues collected, interest, dividends, advertising revenue and a small amount of income from the flight attendant credit card program. The APFA's income has decreased with the level of the flight attendant income. The diminished funds have been allocated as fairly as possible. Treasurer Lukensmeyer continued the review of the proposed budgets under specific departments and bases. Explanations were also included as to how the particular amounts allocated were decided upon. This presentation continued with specific budgets being presented to the Board. The base budgets were then presented. All base budgets were altered due to the decrease of income to the APFA. Explanations were given regarding the calculation of the budget for each base. Trending and spending, as submitted in expense accounts, was taken into consideration during the calculations.

Treasurer Lukensmeyer formally submitted the budget to the Board of Directors. It has been a difficult and challenging year financially for all. Treasurer Lukensmeyer once again stated that the fiduciary responsibility for the APFA rests with the Board. Treasurer Lukensmeyer feels that the Budget Committee has submitted a very sound, solid and fiscally responsible budget that they stand behind. It is a lean budget; however, doable. Next year should be easier as the dues will return to the \$41 in May of 2006, which will help tremendously.

### **1330 Break for Lunch**

### **1430 Meeting Back on the Record**

President Hutto-Blake speaks to the attendees regarding an informational sheet that she has distributed. This is called “External Dispute Status Report”. This information deals with the costs of lawsuits. This will be reviewed under the President’s Report. This information is also included on the monthly financial reports submitted to the Board.

#### **Budget Presentation – Question and Answer Session**

An extensive discussion began regarding the use of active or active and inactive headcounts for each base when formulating the budget. The Treasurer offered a historical explanation by year of how the budget numbers were formulated in the past. Additionally, carry-over time was included in these calculations formulated for previous budgets.

#### **Motion to Suspend the Rules**

A motion was presented to suspend the rules during this question and answer session. A hand vote was taken and this motion was passed. The three-minute rule was suspended during this discussion.

The discussion returned to the formulations utilized to establish the budgets. A major issue was the difference between hours used for the formulation between domestic and international base budgets. It was stated by the Budget Committee, that perhaps the Board should consider a standard formulation for this pay loss issue. Clarification of the G & A pay continuance expenses was requested. A majority of these expenses were for the various task forces, which have been formed to deal with specific issues such as Election Procedures, Attendance, Buy on Board, Policy Manual, and the building renovation project. Additionally, any trip removals involving work done in the President, Secretary and Treasurer’s office also comes from the G & A account. There are no special budgets for their departments. The only National Officer with a designated budget is the Vice President’s office.

The construction of the headcount numbers for each base was once again discussed. The expense of the Data Processing Department, and the projected upgrade, was discussed. Also covered in discussion were other budgetary deductions from the base budgets, concerning the services provided to each base by headquarters and the percentages of the expenses charged to them.

It was then stated that at this point, it appears that the Board is not willing to approve a budget that contains base budget cuts. It was felt that cuts should be made elsewhere. The G & A account was again discussed and it was reiterated that the expenses of the President, Secretary and Treasurer do come from that account. There is no pre-determined budget for these three National Officers. President Hutto-Blake spoke to the

delegation stating that business could not proceed until the 2006 Budget is determined as per the APFA Constitution. The President suggested a committee of six – three Board Members and three Budget Committee members work toward a solution to this impasse. It was suggested that this committee begin working first thing tomorrow morning and that the Convention would not be called to order until approximately 10:30 am.

Discussion continued on the budget enabling those delegates on the list to speak, an opportunity to have their turn to ask questions or ask for clarification of issues. Several suggestions were made concerning cuts to budgets other than base budgets. The discussion was continued allowing all on the list to speak.

President Hutto-Blake asked the Board to focus on the formation of a task force to work on resolving the budgetary issue prior to the commencement of the meeting tomorrow. Several suggestions were made such as an “across the board” cut for all and establishing budgets for those areas and departments where none exists.

It was agreed that the Board and Vice Chairpersons would meet in closed session to create a mandate for this task force. This task force would consist of four Board Members: Eric Hodgson, Randy Trautman, Tim Weston and Liz Mallon, as well as the four members of the Budget Committee. The Budget Task Force will begin meeting at 8:00 am tomorrow morning. The meeting will reconvene at 10:00 am on March 15, 2005.

**Meeting will be concluded for DAY ONE of the Annual Convention**

**APFA ANNUAL CONVENTION  
DAY TWO  
March 15, 2005**

**1000 Call to Order**

President Hutto-Blake called the second day of the APFA Annual Convention to order.

**1005 Roll Call**

Secretary Hildreth was asked to take the roll call. All members of the Board or their designated representative were present.

## **1010 Address to Board by the Official Parliamentarian**

Dr. Meyers complimented the Board of Directors on what has been accomplished and their adherence to Roberts' Rules. The Parliamentarian appreciated the creativity of problem solving ideas utilized by this Board. She emphasized the importance of contributing a solution along with any criticisms voiced. She challenged all to continue to be assets, as an individual, to help this organization move on to where it needs to be.

### **Specially Appointed Budget Task Force Report**

Cheri Washbish spoke for the members of the Task Force. She outlined the solutions that were agreed to and the methods of reaching these goals. This was a consensus decision reached unanimously by the eight members of the Special Task Force. For the base budgets, the domestic rate will be based on 90 hours, for International – 95 hours, bases will take a 2% cut across the board and the other departments will take an additional 1.3% cut. This formulation balances the budget. The issue of headcount increase at a base was addressed. A budget may be increased by either the Executive Committee or the Board of Directors; however, a decrease can only be accomplished by a two-thirds majority of the Board of Directors.

President Hutto-Blake suggested that the budget be set aside until the final numbers are received from the Accounting Department at Headquarters before addressing the resolution concerning the budget. The Officers were asked to formulate a budget for their departments (President, Secretary and Treasurer), as there is no current budget set forth. The Board agreed that budgeting for these three departments will be commenced with the 2007 budget. The Board then directed its attention to the Ad Hoc Election procedures.

### **Ad Hoc Elections**

All delegates were asked to wear their badges. Leatha Harding Berry stated that it would take twelve (12) delegate votes to elect an individual to the Ad Hoc position. She then handed out the ballots and had previously provided the procedures and rules for this election to all delegates. The candidates were: L. Aurigemma, S. Carter, J. Johnson, J. May-Moyer, R. Musica, G. Price, M. St. Michel and S. Watson. The delegates designated their choice on their ballots, which were given to the National Ballot Committee.

Leatha Harding Berry announced that the Ballot Committee was ready to call the vote. No candidate received the mandatory twelve votes; therefore, another balloting was done. An additional "second" balloting took place, as the secret envelopes were not provided to the two of the delegates. Once again, the results of the balloting were announced with the same results. Ten (10) votes for Watson, eight (8) votes for Aurigemma with neither candidate receiving the mandatory twelve (12) votes. A third balloting was then done. Once again the results were the same. President Hutto-Blake called a break at this point, after which a decision would be made regarding the formation of a caucus.

## **Meeting Taken Off the Record**

### **Meeting Back on the Record**

President Hutto-Blake addressed the Board regarding the next step in the Ad Hoc Election process. The appropriate procedures were discussed.

Treasurer Lukensmeyer was granted the floor to address the Board regarding an “all-call” concerning remarks she had made at the previous day’s meeting. Treasurer Lukensmeyer apologized for the comment she made, which was made with no malice toward the individual. The Treasurer formally apologized on the record to this individual and the Board.

Conversation returned to the procedure to be followed regarding the run-off election for the Ad Hoc position. Three rounds of voting had occurred at this point. The question of calling a caucus was discussed and the Board asked for a solution to this stalemate. The Board agreed to conduct an additional vote prior to a caucus being called for. The National Ballot Committee gave the results of this balloting and the results were again the same. President Hutto-Blake asked the Board if this was the time to form a caucus, which all agreed it was. The Board of Directors deemed the meeting closed at this point, necessitating all other individuals to leave the room.

## **Meeting Taken Off the Record**

The meeting was taken off the record at this time for a caucus amongst the Board of Directors.

### **1500 Meeting Back on the Record**

The Board called the Officers and gallery back into the meeting room to conduct round five (5) of the voting process for the Ad Hoc position in question.

The National Ballot Committee once again passed ballots to the Board of Directors. The National Ballot Committee called the results on the current balloting. The Place 1 position was voted to L. Aurigemma by thirteen (13) votes.

Place 2 for the Ad Hoc position was then put forth for vote. The Ballot Committee announced the results of this balloting. S. Watson was elected to this position. The Ad Hoc assignments were announced. BOS – Watson, BOSI – Bedwell, DCA – Walters, DCAI – Walters, DFW – Bedwell, IDF – Walters, IMA – Aurigemma, IOR – Aurigemma, JFK – Ellis, LAX – Bedwell, LAXI – Watson, LGA- Walters, STL – Aurigemma.

President Hutto-Blake expressed gratitude to the National Balloting Committee for their assistance and expertise and to the Board of Directors for their bridge building, caucusing and very good work.

Due to technical problems concerning the budget resolution and information requested, President Hutto-Blake asks that the rules be suspended to allow the President's Update to begin. However, the Board did not agree to this at this point. The meeting was taken off the record to discuss issues to be addressed with the Company, who will be in attendance at tomorrow's meeting.

### **Meeting Off the Record**

#### **1545 Meeting Back on the Record**

The discussion was returned to the Budget resolution. Treasurer Lukensmeyer addressed the Board stating what information is being forwarded from the Accounting Department. This information is currently being worked on and will be received shortly. A question was raised as to whether or not previous budgets could be reviewed by the Base Chair Persons enabling them to better assess where the reduction in budget should be taken. It was advised that members of the Budget Committee did have historical documentation of budgets with them and could answer any questions.

### **Break**

#### **1620 Meeting Back on the Record**

All information regarding the revised, proposed Budget was given to the Board. A final review of this information will be conducted. President Hutto-Blake asked for specific questions regarding the 2005-2006 proposed Budget. A detailed explanation of the information disseminated was given by the Budget Committee.

Resolution #2 was read into the record by Treasurer Lukensmeyer. President Hutto-Blake asked if there was any further discussion. There was none. This resolution was put forth for a vote. Resolution #2 was passed with a vote of 17-yes and 1-no.

## **PRESIDENT'S REPORT**

### **President's Update**

President Hutto-Blake passed the agenda for the meeting scheduled tomorrow at 1:00 pm with American Airlines' flight service management. President Hutto-Blake reviewed this agenda with the Board. This will be a closed meeting. It was discussed whether the four new Board members recently elected, should remain in the meeting and whether they would sign a confidentiality agreement. The conversation was directed to the vice-chairs who were newly elected. It was agreed that the newly elected vice-chairs should be included as well in the meeting with the Company. The newly elected vice-chairs would also be required to sign a confidentiality agreement. Clarification was asked regarding certain portions of the meeting that have been deemed "closed". These issues were addressed. The President outlined the meeting, who would attend and the subjects that would be discussed by each participant. President Hutto-Blake continued by stating that



work was in progress for a signed-off document showing support for the defined benefit pension plans by all Unions on the property, as well as management. It was imperative that this information be distributed to the employees first. They were trying to avoid any leaks to the press regarding this joint agreement. This will be huge news in the airline industry as it is a first that management and labor have come together to make a statement on pension protection and reform. This must go to the three Union hotlines and the Company communication tools first so that employees will be aware prior to the press release. The closed sessions will include Executive Committee, Base Chair and Vice-Chairpersons, Division Representatives and National Coordinators. Additionally, the newly elected Chairs and Vice-Chairs will be invited to attend these closed sessions. Additionally, the Archivist would also be included in the closed sessions.

### **Base Updates**

President Hutto-Blake began this portion of the meeting by stating that she felt her base visits were valuable and she thoroughly enjoyed them. She did, in turn, ask each Chairperson to set aside a day for a “Headquarters Visit”. These would be coordinated directly with her. Each base was asked to submit one or two items that were of particular interest or importance to their base to be included in the base updates.

### **ORD**

The issue of the bidsheet and what has happened to the schedules is the major issue. ORD is becoming a turnaround base. It was promised by management that this would not occur; however, with the simplification plan it is becoming a reality. There are some who feel this is an extreme cost savings to the Company that the flight attendants are not being credited with.

### **BOS**

The major issues are the FMLA/Attendance Policy. Another problem is management in general. The division of managers into administrative and operational areas is a debacle. We do not need FSM’s to be worrying about amounts of diet coke on the airplane. It takes forever to set up meetings and conversations to resolve issues as they are overwhelmed. Our base has FSRs, who are flight attendants on special assignment. The way the Flight Service Department is divided is completely ineffective. The flight attendants who are FSRs are usually on reserve, therefore being paper bid and driving the reserve numbers up. President Hutto-Blake stated that she needs documentation on this issue to present to the Company. She asks all to provide this information to her as she agrees it is a problem. Boston has not been impacted by the turnaround situation, at this point.

### **DCAI**

The biggest issue is the attendance issue. We have a base manager and service managers who are not trained. They have one person who is versed in the attendance issue so it takes forever to resolve an issue. This has been a problem for almost a year.

### **SFO**

The number one issue is the SRS for IOD's. Callers are now given an 800 number in Nevada. Flight attendants are consistently being denied their IOD's because they haven't reported it in time. They are reporting on time but not getting a response. Some have called numerous times daily without a return call and in the long run are denied due to a time factor. This base also feels that Flight Service has tremendous problems that need to be addressed.

### **SFOI**

They are experiencing some of the same problems as the domestic base. There is no follow through with resolutions that are reached. Additionally, a problem exists with flight attendants on reserve being flown into days off. Also FMLA, crew schedule and attendance are also issues at this base.

### **DCA**

The bidsheet is a huge issue. Quality of work life is hugely dependent on the bidsheet. The Chairperson felt that by having so many turnarounds was a back door concession. The flight attendants are waiting for the Union to take a position on this "simplification" program and its affect on scheduling.

President Hutto-Blake responded to this by saying that she also feels that this should go in the "credit" column. It is clearly a cost savings provided by flight attendants. We deserve credit for this. We have to create a value for this maximizing of effort.

The question was raised concerning a definition of credit as mentioned by President Hutto-Blake versus quality of work life, which declines when the bidsheet is primarily turnarounds. President Hutto-Blake addressed the issue by stating that these unacknowledged concessions in the credit column can be used to institute change in other areas such as crew rest. We want to create an exchange venue and unfortunately, fairness is not an issue. Another chairperson asked if this bidsheet issue could be approached from the past practice standpoint. These tremendous changes to the bidsheet – quality of work life - are destroying what morale is left.

President Hutto-Blake feels we must be an active part of the collaborative approach to saving this Company. A lot of what is happening is not fair. She feels it is important that the chairpeople be brought into the discussions with management so that they can speak for the membership and be part of the dialogue. We have every intention of trying to get relief for the flight attendants. They can not expect the flight attendants to be part of this collaborative approach when they are exhausted, hungry and have received no incentive

to participate. The President stated that she wants to bring in the Board members who wish to be involved at this level into these meetings, rather than just at the base level

**DCA - continued.**

Flight Service Operations is an issue for them as well. The problems also involve the ramping situation utilizing flight attendants.

**DFW**

The FMLA is creating tremendous problems at DFW, especially the paperwork requirements, which are unclear.

**IDF**

The IDF base is experiencing the same problems. It appears that one problem that reoccurs much too frequently is that the Medical Department ... "has not received the documentation or forms from the doctor." Several methods have been used to submit including faxes, but Medical denies receiving the documentation. Another method of denying the request is sending back the submission close to the deadline requesting more information. The attendance policy is also a problematic issue. There seems to be no latitude in the application of the policy. Flight attendants are just automatically being moved through the steps.

**LAX**

This base is also experiencing the same problems with FMLA and attendance. There seems to be no room to negotiate on behalf of the flight attendant having attendance problems. The paperwork for FMLA is also creating a problem. The LAX bidsheet is also deteriorating. Layovers are decreasing in small increments month by month.

**IMA**

Miami International is experiencing the same problems as the other bases as concerns attendance. It is felt that these are a mandate from upper management and we are all feeling the effects. There is no leeway any more. The purpose of the meetings, which was communication, is no longer valid. Additionally, the change in the bidsheet is a very, very serious problem. It will create hardships for those flight attendants choosing to commute. Flight attendants have transferred and built a life around the bidsheet and to change it so drastically will definitely create serious problems for all.

President Hutto-Blake suggested that the ORD Chair contact Debbie Carvatta, and ask that she make additional time for the Board of Directors on Thursday concerning these issues specific to Flight Service. It was suggested that Dan Garton also be involved with these issues. The discussion regarding these issues will begin tomorrow, but the President felt they would not be given enough time to find a solution. It is imperative

that they hear personally from the Chairpeople. There is a time limit tomorrow; therefore, this should be scheduled for additional time on Thursday.

### **RDU**

Once again, the issues are the same; however, the out of base flying is also a big issue. Our flight attendants are being assigned to other base flying. The issue of trip trading with open time is also an issue as there is not that much flexibility.

### **LAXI**

All negative issues are the same. There is no reasoning or discussion during pre-termination meetings. The sick list at our base is high and the Company does not look at what is driving that. The Chairperson has received complaints about the Purser Program, the ramping program and lack of PVD availability due to that ramping program.

### **MIA**

There are three concerns. The termination of ill flight attendants who do not submit the appropriate paperwork have not followed procedure. The Union Representative has not been notified until after the termination. Vice President Durkin stated that the contract wording states that the flight attendant, base chairperson and division representative all be notified simultaneously of the final advisory. The next problem deals with FMLA and notification from the Company that the 60 days have been used. They can file a block leave under the same illness as the intermittent leave after the 60 days have been used. A case involved a flight attendant being terminated after using more than 60 days. Management was challenged to find this information via Jetnet or information that was provided to the flight attendant. They were unable to do so. An additional question was raised concerning the Company's ability to measure the cost of delays caused by excessively short layovers. The Miami International Chairperson felt it was imperative that management be taken "inside our world" as relates to reassignments and rescheduling issues, as this problem is unique to the flight attendant job. Serious problems arise when schedules are involuntarily altered.

### **IOR**

The FMLA program is a tremendous problem at this base as well. The paperwork and medical documentation requirements are unclear and the information is not shared with the flight attendant or Union to clarify in a timely manner. The attendance policy is also a big problem.

Vice President Durkin shared with the Board that it is quite obvious that the FMLA is a mess. At this time, 172 family leave cases have been filed. Sixty-five of the cases need additional documentation in order to be filed.

### **LGA**

The attendance policy is a big problem at LGA. There is absolutely no room to work within the guidelines. The “exception” policy was discussed at length concerning a group meeting held with management in the northeast. Several observations of and negative comments by the management attendees were shared with the Board. Overpayment situations are a big problem as payroll automatically takes every check until they have satisfied the overpayment. The Department of Labor said absolutely not to this procedure. Ten percent of the amount of the paycheck is the only amount that can be taken. That is specific to New York state, however. The flight attendant must call payroll to make these arrangements or the Company will take the whole paycheck.

### **JFK**

FMLA is causing problems at JFK as well. Additionally, it appears that the flight service managers are being monitored, regarding their decisions on attendance issues, by upper management not allowing any leeway on policy. Attendance issues are being progressed automatically. The bid sheet is also a problem at JFK. There was concern about losing the five-day GRU trip, which was changed to a three day. The explanation is that it costs \$55,000 more to operate as a five day versus three day per month. We have the base manager working on this for us. As it stands now, this trip is going more senior as a three-day trip versus the five-day trip, which has been noted by the Company.

### **STL**

The FMLA program is causing problems in St. Louis as well. One issue causing documentation problems is the issue of multiple doctors in an emergency situation or a teaching hospital situation. Some FMLA issues have been resolved by the Company taking a second look to understand the documentation. The attendance issue and automatic progression of disciplinary action concerning this is also a problem in St. Louis. The forced MIA transfers to St. Louis, 82 in number, are very unhappy considering the various proffers that have been issued. There are several very compelling issues involved. The hardship transfer requests have dramatically increased and some have abused the system.

President Hutto-Blake reiterated to the Board, that these issues need to be brought to the attention of the management participants in tomorrow’s Board Meeting. She would like to have each chairperson address management regarding the problems specific to their base, similar to the discussion that has just concluded. These compelling issues need to be addressed with Dan Garton, Taylor Vaughn and Debbie Carvatta.

The length of the agenda was discussed. President Hutto-Blake suggested a start time of 0830 for tomorrow’s meeting.

The meeting was recessed until 0830 on March 16, 2005.

**Meeting Adjourned for DAY TWO, March 15, 2005**

**APFA ANNUAL CONVENTION  
DAY THREE  
March 16, 2005**

**0845 Call to Order**

President Hutto-Blake called the third day of the Annual Convention of the Board of Directors to order.

**0848 Roll Call**

Secretary Hildreth was asked to take the roll call and all participants were present.

**0855 Agenda Review**

President Hutto-Blake moves to amend the agenda. She asks that two agenda items be moved. A consensus of the Board is received and the agenda is amended as requested.

**0900 AA/Industry Update**

This report was presented jointly by President Hutto-Blake and Vice President Durkin. The discussion began with the “We’re Restless” Campaign currently in progress. The Officers of the APFA have met several times to determine the goals, direction and methods to be utilized concerning our current situation and contract. President Hutto-Blake continued by stating that there are actually two plans. Firstly, APFA would be participating in the collaborative effort with the Company and other Unions on the property. Additionally, we will also be formulating a “Plan B” ....hence, the “We’re Restless” campaign. We are determined to get some relief for our membership during these times of upheaval. It is imperative that our membership, have ownership of the problems and the ultimate solutions. The Officers will be briefing the Board of Directors, step by step. Several informational packages were provided to the Board concerning the Purser Program, Election Procedures Task Force and Retirement Task Force.

A huge part of the plan is the Membership Survey. Phase One is ready. President Hutto-Blake asks that each chairperson review this survey in detail when they make their visit to Headquarters. The number one issue of concern to those flight attendants who participated in the survey was fatigue. The number two issue is the pension program. A question was asked on the survey. Did members feel there was a shared sacrifice with management? Eighty percent (80%) of the membership disagreed that management

equally shared in the sacrifice. This information will be shared with management. Additionally, it validated how important the APFA's efforts concerning pension protection are to the membership.

Vice President Durkin addressed the Board of Directors at this point. The meeting was taken off the record briefly.

### **Meeting Back on the Record**

#### **Legal Update**

An update was given of the cases pending. These open cases are now entering the labor and dollar intensive phase of the lawsuit process. From 2002 to 2005, 1.2 million dollars has been spent on litigation. A report entitled, External Dispute Status Report was given to the members of the Board of Directors. This outlined outstanding lawsuits, the participants and current status.

#### **Legislative Action Review**

The Legislative Action Review Committee presented a report to the Board. There is now a full time person, Rick Musica, devoting all energies to this Committee and its activities. Discussion began regarding the Fatigue Summit to be held at APFA Headquarters. This is a major step for all unions to share information and efforts. The first Skyword Express was presented to the Board. This issue is dedicated to the legislative actions being undertaken by APFA. The PAC Fund was then discussed. It was asked that all in leadership positions contribute to this fund. It is the single most important tool, after Joan Wages, we have in Washington, D.C. This fund allows us access to influential people involved in legislation and issues that are extremely important to the APFA and its membership by attending fundraisers and political events. The chairpeople were asked to reiterate to their base, the importance of this Committee and the proposed legislation concerning the airline industry. The PAC Fund allows the committee members and our lobbyist to attend various fundraisers and talk directly with congressional members, which has a tremendous effect on our efforts.

The PAC has a huge range of issues – all extremely important – which include pension reform, fuel costs, proposed security taxes and social security reform. The FMLA issue is another problem the committee is attempting to deal with at the legislative level. This FMLA issue regards the qualification and the definition of serious illness. Because our schedules are not a “40 hour week”, the hourly requirements for qualification, have been in question. Joan Wages stated that it is their intent to use the teacher policy as a model for the FMLA hourly requirement. Additionally, the Wright Amendment needs to be watched and any legislation defeated concerning the repeal of this amendment.

There is a six-month study occurring regarding the fatigue issue. The Civil Aero Medical Institute is conducting this study; however, it is felt that the length of the study will not

produce enough data to be legislatively influential. The PAC is working to obtain additional funds to lengthen this study.

The Board of Directors asked if a member of the Political Action Committee could plan a day long base visit to each base allowing them to solicit monthly donations and explain the importance of this effort. All donations made to this Committee are a voluntary contribution. All donations to fundraisers are made solely in the name of APFA, not a coalition of airline unions. A list will be compiled of who, what, where and why concerning these donations by the Political Action Committee of the APFA.

### **Purser Test Team**

This team consists of Becky Kroll, Brent Peterson, Jamie McNiece and Kay Blue. An informational packet was distributed to the Board concerning this test program. This committee worked with the Company to attempt to resolve the problems in the Purser Program, especially the mid seniority level. The negatives of the position outweighed the positives of holding this qualification. The priorities of the pursers were determined in order of importance. Working within these guidelines, several test programs were designed in an attempt to resolve these issues. The time was taken to outline the test programs and how they were conceived. Most of the test situations would last for a five (5) month period. Much discussion ensued regarding the issue of “pick-up” system-wide, both the positives and negatives of this idea.

The biggest issue for pursers is the bid denial situation. This has caused the largest number of resignations from the Purser Program. A program has been established whereby the computer will fill Caribbean purser positions, not bid, with “faux” flight attendants. These positions will then be put into open time versus being assigned to purser-qualified flight attendants who did not bid this position. This testing will occur at IDF and IMA. It will be noted how many times a “non-purser” flight attendant is assigned these positions. It is hoped that these positions will be covered through open time by purser-qualified flight attendants. This test is only a three (3) month test.

The perk of this test is the ability of purser’s to pick up a trip regardless of time and projection.

Any flight attendant trained since 8/95 will be allowed to return to the program with a two-day refresher course and training would be handled locally. A purser sabbatical has been suggested to combat the burnout issue. Two purser training classes will be offered; one in May and one in September. All flight attendants who have triggered will be trained in May. A suggestion was made that the notification process should be increased to include a personal notification to the flight attendant.

Several suggestions were made by the Board asking this committee to consider for future tests. Many questions were asked/answered regarding these test programs.



After all questions were addressed, President Hutto-Blake asked if a resolution was to be presented. Resolution #3 was read into the record by the maker, Eric Hodgson, LGA. This resolution authorizes the APFA and its members to participate and/or conduct these Purser Flexibility Tests.

### **Break**

Discussion continued regarding Resolution #3, both positive and negative. It was reiterated that this is a highly monitored, short-term test only, but because contract language is involved, a resolution would be necessary. President Hutto-Blake expressed the gratitude of the Board to this committee for the hard work involved in establishing these tests.

Secretary Hildreth was asked to call the roll concerning the vote. Resolution #3 was passed unanimously.

### **1135 Archives**

President Hutto-Blake introduced, Cilla Golas, the APFA Archivist and flight attendant. An informational packet was given to the Board regarding the transfer of historical APFA documents to the University of Texas as a repository. This is of no cost to APFA and will preserve our history. This has been a goal of Ms. Golas since 1998 to ensure the preservation of these documents and the APFA history. A question had been raised regarding the accessibility of documents. Certain historical documents will remain at the APFA Headquarters. These include all SBA documents, a copy of all Skywords, photographs, all Treasurer's Department documentation, accounting records, recent paperwork covering the last five (5) years and any documentation covering important issues over the last six (6) years will be kept at Headquarters. All other materials will be stored at the University of Texas in Arlington. They will act as the repository and will keep it inventoried and preserved as a collection. There are 200 labor union history collections at this university. Anyone has access to this collection. A question was raised concerning the transfer letter legalese. APFA attorney, Matie Gilson, offered her interpretation of this language. Vice President Durkin shared his positive view of this move to preserve and assure the historical correctness of our records. The size of the donation is 300 linear feet. The collection would increase in size with yearly donations. Cilla assured the Board that they would not destroy any historical records. In the stipulation portion of the agreement, it will be noted that anything the University wishes to dispose of will be returned to APFA.

President Hutto-Blake, Secretary Hildreth and Cilla Golas visited the University's archives and were extremely impressed with the facility. There will be a ceremony and a formal display. President Hutto-Blake listed the other labor organizations that are housed at this facility.

Resolution #4 was read into the record by RDU Chair, Turley. Some discussion ensued regarding the wording of this resolution as pertains to the documents stored at APFA

Headquarters. A paragraph of clarification was inserted in this resolution prior to the vote being taken. This revised resolution was put forth by Secretary Hildreth for a vote and was passed 17 yes and 1 absent.

### **Lunch Break**

### **Return from Lunch**

### **Professor Goldberg**

President Hutto-Blake welcomed Professor Goldberg, who has worked with both the Company and all Unions on the property since 1993 as a facilitator. Professor Goldberg outlined a brief history of his dealings with the Company and APFA.

At this point, Professor Goldberg presented a report to the attendees from March of 1995. He stated that the challenge for management and labor to get along and succeed is still evident, despite the time that has passed. This challenge is magnified by the events of the past decade. Professor Goldberg understands that the Company and the Unions have committed to making their relationship more effective. His goal is to assist in this movement.

The fundamental theme of the 1995 Report can be summarized very simply by stating the words – power sharing and the responsible exercise of power. It was our recommendation then and is today, that American Airlines should commit itself to genuine power sharing in all areas of mutual concern to itself and the Unions. This does not require that the Unions have an equal voice in all areas, but it does require that Union views be solicited and given genuine weight in all matters of mutual concern to all parties. The Professor stated that this concerns matters outside the collective bargaining issues, namely business matters. Conversely, the Unions must use this power of having views regarded in a responsible fashion. The Union can not simply oppose every management proposal that is going to have a negative effect on some political individual or group within the Union. This requires that the Unions consider management proposals on their business merits, in light of what is best in the long term for the Company and all members of the Union. That is the fundamental. The Union must be recognized and dealt with as the sole representative of all employees in the bargaining unit. The Union is regarded as a legitimate participant in dealing with all issues affecting employees, not just those set out in the collective bargaining agreement. Any proposed action by either party, Company or Union, that is likely to affect the other party must be discussed or at least communicated to the other party in advance of action.

Following these guidelines, sharing of power and full communication, minimizes unnecessary management and union conflict. It will not eliminate this conflict. The key question is how to handle conflict be it a personal relationship or an institutional relationship. There are three approaches to dealing with any conflict. One approach, which everyone knows, is the power approach. This is not necessarily the best way to resolve conflicts. Resolutions reached applying power to obtain a result are not very

stable and long lasting. The other negative aspect of over reliance on power is that it is terrible for the relationship. It takes a long time after a power conflict to establish a good working relationship. It is apparent that there are times when there is no other way to resolve a conflict. Another way to approach conflict is through rights, i.e., rights, contract or standard of fairness. This is less harmful than a focus on power, but looks backwards rather than the best way to go forward. It is often very difficult to persuade the other side they are wrong.

The third approach to resolving disputes is by focusing on interests. By interests we mean, what are the needs, concerns, and fears that underlie the position you are taking. The focusing on interests offers much more possibility of a mutually satisfactory outcome. This will satisfy the basic needs of both parties without harming the relationship because all are focused on finding something both can live with. It is likely to be more enduring as it meets both basic needs. This will not always work, but leads to a mutually acceptable outcome more times than not. The final recommendation to the Company and the Unions is to focus on core interests in developing a working mutually beneficial relationship.

The Professor asked the participants for questions or comments. President Hutto-Blake stated that the Professor had worked with United Airlines in the past and over the years. President Hutto-Blake asked if Professor Goldberg wished to share any advice or wise words to help us not follow in their path.

The Professor's response was that two core problems were witnessed as a mediator while on the property. Honesty in financial dealings was a problem. Management must totally share information and be certain that the numbers are totally correct and accurate to maintain credibility. Interest based dealings at a local level was not a problem. As you move up the ladder, the interest based collaborative style of dispute resolution tends to diminish. There tends to be a tendency to talk the talk and not walk the walk. The Professor was very specific that he is not talking about this company.

**Meeting taken off the record for the remainder of DAY THREE**

**APFA ANNUAL CONVENTION  
DAY FOUR  
March 17, 2005**

### **0915 Call to Order**

President Hutto-Blake called the meeting to order. The agenda set for today will be modified to allow time for discussions with Taylor Vaughn, Mark Burnett and Debbie Carvatta. President Hutto-Blake reviewed the agenda for the remainder of this day's meeting.

### **0925 Roll Call**

Secretary Hildreth was asked to take the roll call. All members of the Board were present.

### **0929 Board Discussion**

The Board of Directors made the decision to stay on the record for the discussion with American Airlines Flight Service Representatives.

### **0935 Discussion with Flight Service Representatives**

Mark Burnett, Taylor Vaughn and Debbie Carvatta joined the meeting. They had agreed to stay in Chicago an extra day to participate in this group discussion. Introductions were made and the meeting proceeded by each base chairperson sharing the concerns of their base with the representatives of Employees Relations.

### **IDF**

The number one issue is the attendance policy as well as the problems with the FMLA and the Medical Department. The numbers of incidents where paperwork is lost or not received by Medical is extremely high. They need additional help in the Medical Department..

**DFW** – The FMLA paperwork situation is a problem. The paperwork is kicked back for not being filled out correctly. This is after the doctor has submitted the appropriate paperwork and is not aware of what information the Medical Department now requires. Communication needs to be improved with Medical and the documentation required.

**BOSI** – The FMLA program is a problem here as well and the lack of consistency in what is required. The time limit has expired for some flight attendants before the discrepancies are cleared up.

**DCA** – The bid sheet is the number one issue in DCA as it directly impacts the quality of work life at this base. The amount of turnarounds is a concern.

**SFOI** – Rumors of base closings are circulating. The FMLA is a big concern as well. The forms and requirements need to be centralized for easy access.

**SFO** – Family leave is a huge issue concerning the denial of requests by the Medical Department. The Medical Department refuses to talk with the flight attendants’ physicians in order to clarify situations. The California IOD situation is a problem with no communication from that company.

**DCAI** – The biggest problem in DCAI is the fact that there is only one flight service manager who is ADR trained. Our base manager is not ADR trained after being in the position for a year.

**BOS** – All issues are the same as previously mentioned by other chairpersons. Separation of flight service into operational and administrative flight service managers is a problem. The administrative managers are overwhelmed versus the operational managers who oversee only special assignment flight attendants. This is very ineffective and is perceived as a huge cost factor.

**ORD** – The turnaround situation on the bid sheet is a big problem and a financial hardship for people. Because we are centrally located, our reserve lists are larger and we have a larger percentage of minimum rest trips. There is also a problem with crew tracking and crew schedule rescheduling line flight attendants to cover open time. They are not following the order of open time. The IOD issue is also a problem with SRS not returning telephone calls and diagnosis being handled over the telephone. The fact that we no longer have a medical department to clear flight attendants to fly is causing problems. The “Win Together, Pull Together” program is all well and good when all are cooperating; however, when there is one department that is not working with another, it is a big problem. This problem is the crew resource department who are changing departure times to circumvent the contract in order to avoid paying the flight attendants appropriately.

**STL** – FMLA is an issue as well at STL. Ramping of flights is not well received. The biggest issue is the forced transfer MIA flight attendants. STL would like some assistance in helping these flight attendants return to MIA.

**JFK** – Along with FMLA and attendance being huge issues at JFK, the bid sheet is a problem. We have the support of our base manager but are looking for assistance in obtaining our five-day GRU trip back. This is now a 12 hour layover and many flights have experienced delays causing an extremely short layover time for such a lengthy trip. An extremely important issue that the JFK chair would like addressed involves Article 28, the DRC process. An agreement was made with a manager to pay a FA for a turnaround and interference occurred by next level management. There should have been no interference. We are also seeing interference on agreements concerning attendance issues. The other issue of grave concern are EAP issues. Managers are not trained or equipped to recognize EAP problems. The numbers of incidents have dramatically increased. This base is experiencing problems with attendance and performance related to 9/11 and Flight 587. Help is given too late and flight attendants are terminated rather than being assisted back to health. It is asked that the Company take a proactive approach to helping those troubled flight attendants.

**LGA** – First and foremost is the issue of the medical department. 31R investigations are occurring for the smallest of offenses. The level of terminations are increasing rather than working through a solution. These terminations have involved flight attendants with good records and long service to the Company. It appears the dispute resolution process is being ignored.

**IOR** – The major problem is FMLA. The paperwork is returned with generic responses that are impossible to decipher and understand why it has been returned. It states that it does not meet criteria with no further explanation or request. Additionally, it can take two to three months to process a family leave. It has been mentioned by some physicians that the FMLA paperwork is more invasive than is necessary.

**MIA** – The FMLA is also a problem in MIA. Problems have occurred and involved terminations concerning intermittent family leave. The communication between base management and APFA representatives has broken down. The APFA was not notified of certain disciplinary steps being taken against a specific flight attendant. Also, the issue of the former MIA flight attendants forced to STL is a huge issue and this base would like to have assistance in resolving this.

**LAX** – The attendance policy and the FMLA situation are big issues. The overpayment situation has caused problems. Flight attendants need to be made aware of the ability to set up a payment plan. The rules are different for each state as to what amount of the check can be taken. In most situations, the entire check is taken. Some flight attendants go for a month or two without a paycheck. American should have some sort of program in place to address the overpayment in a fair and reasonable manner.

**RDU** – Problems at this base are the same. The service managers have lost the ability to work within the ADR process and resolve issues without terminations.

**IMA** – It is felt that a balance should be found to handle lost time without demoralizing the entire workforce. It appears that decisions are made regarding discipline prior to the fact-finding meetings. This is an unfortunate situation that decisions are being influenced from the top versus at the local level where the direct contact is. Reassignments are causing a problem and these are occurring mid-sequence. Additional information needs to be disseminated regarding catastrophic ADA.

**LAX** – The FMLA and attendance policy are issues in LAX as well. There are excellent flight attendants turning up on the top 100 list, whose jobs are in jeopardy because of the FMLA. The bid sheet is also causing problems. Additionally, EAP assistance is in demand and all should be aware.

**APFA** -President Hutto-Blake asked for a show of hands of those APFA representatives who have base managers and/or flight service managers who are not ADR trained. The actual numbers of flight service personnel who are not ADR trained were discussed.

A point was made that a checklist needs to be established for those flight attendants returning after lengthy absences as so many procedures and requirements have changed. The burden falls on the flight attendant with no place to obtain this information.

An update was requested regarding the attempt to create an equal attendance policy with the pilots as proposed two years ago.

**AA** - Debbie Carvatta addressed her remarks to the Board. There is a frustration felt on both sides of the issues. Regarding the attendance issue as relates to the FMLA, several meetings have been held with the departments involved in the issue. In the Medical Department, there are two nurses that handle the receipt of all FMLA medical information. One nurse was out ill for approximately six weeks causing a backlog. An additional problem is the physician-to-physician conferencing, which is very difficult to accomplish. One solution is the hiring of new physicians. Additionally, the Company is looking at outsourcing similar to Southwest. They have a 24-hour physician service.

A brief discussion ensued regarding the follow-up to these questions and how this would be handled. Taylor Vaughn addressed the Board regarding his thoughts on yesterday and today's meeting. He acknowledged the problems with FMLA that had been raised and stated that the flight attendants were not the only work group experiencing problems. It is management's intention to more actively seek the APFA's input and assistance in resolving and dealing with these issues. The APFA has spoken with one voice on how important this issue is, therefore we need to unite and fix this. The ADR training issue was briefly discussed. Debbie Carvatta addressed the issue of intermittent leave abuse. Debbie Carvatta stated that the concern over the current attendance policy has been heard loud and clear and that this needs to be revisited by management. The restructuring of the flight service department was also addressed. Debbie Carvatta stated that she wanted to have Jamie McNiece and Brent Peterson work with Roy Everett concerning the bid sheets and the simplification plan. Taylor Vaughn addressed the MIA/STL flight attendant situation. He acknowledged the problem and the contractual constraints. He and the STL chair will continue with a follow-up conversation concerning this situation and possible solutions.

### **Break**

### **1100 Presentation by Accounting Firm**

### **Meeting Taken Off The Record**

### **Meeting Back on the Record**

### **STL Non-Elected Delegation Presentation**

President Hutto-Blake addressed the Board concerning this presentation. This base faces unique challenges and these flight attendants were invited to speak to the Board during the President's base visit.

STL Flight Attendant, Maggie Joyce introduced the members of the delegation and began the presentation. This delegation represents flight attendants in STL who do not feel that their concerns have been accurately and actively addressed. They are grateful for the opportunity extended by President Hutto-Blake to express their concerns. The first speaker was Kimberly Pitcher who explained the situation at SLT. The flight attendants currently on flying status are pitted against those currently on furlough and both are looking for a voice within our Union. Both groups should have their own voice within the Union. Ms. Pitcher is proposing a separate base to represent all furloughed flight attendants. A package of proposals was distributed to the Board of Directors. The current interpretations of the APFA Constitution regarding furlougees base representation were addressed in the presentation. The duties of the STL chairperson were outlined to include representation of the furloughed flight attendants. The goal is to give each and every APFA member equal representation. The situation in St. Louis must be resolved and will resolve an overall situation of tension, which exists throughout the system and has existed for two years. These issues do not affect any other base in the same manner as STL. Two issues were brought to the attention of the Board. The first is the SIA, which was written prior to 9/11 and the massive layoffs that subsequently occurred. There are some loopholes that need to be closed, which were outlined for the Board. The next issue of concern outlined by this delegation is the recall rights. This delegation does not want the recall rights extended. These loopholes need to be closed to protect the American Airlines flight attendants. Additionally, the voting rights of the furloughed flight attendants should be revisited and a time limit invoked. Lisa Cooper then addressed the Board. She is number 80 of 85 of the forced transfers to STL. She is asking the Board for assistance to the forced MIA transferred flight attendants in returning to their original base.

This delegation stated their gratitude for having the opportunity to be heard at this Board Meeting. President Hutto-Blake thanked this delegation for their work and research in presenting their concerns. President Hutto-Blake then introduced two facilitators from the Overland Group and asked that the STL delegation meet with them as well as an ad-hoc member of the Executive Committee to suggest some solutions to the issues that have been raised.

Several members of the Board of Directors asked that they be able to address the delegation with either comments or questions that have arisen. Several questions were asked and answered as well as comments given by members of the Board. President Hutto-Blake acknowledged the compelling nature of the issues involved at STL.

An announcement was made that box lunches were now available in the hall allowing the Board to work through lunch.



#### **1400 Overland Research Group**

Two representatives of this organization made a brief presentation to the Board. This group has been working with American Airlines and its Unions for approximately one and a half years. They are a consulting firm working in conjunction with the Company and its Unions. They feel very strongly about utilizing one of the best resources a company has, which is its employees and their knowledge of their jobs. They feel very strongly about tapping into the inner knowledge and expertise held within the company by its employees. They try to help companies manage in different ways versus the typical management styles. The Joint Leadership Team was established and is comprised of Gerard Arpey and the senior management team and the leaders of all three Unions. Neither the fundamental structure of the Company or the Unions will change under this program. This concept builds around issues that can be jointly decided. Several Joint Leadership Teams have been formed at local levels. At the current time, the idea of an APFA/Flight Service Business Team is being explored. This could include scheduling, attendance, work place environment, and Rule 32 concerns.

It is a challenge how to involve the flight attendants in the day-to-day business decisions given the uniqueness of the job. Communication issues are a big part of this. It is not a matter of total agreement but rather a consensus mutually agreeable to all. President Hutto-Blake asks the Board to utilize the Overland Group and bring them in at a local level to establish communication and consensus building. Overland feels that the greatest impact will be felt at the local level on local issues. With systemic problems, the work must begin at the top where changes can be made. A point was made that no changes have been apparent to the flight attendants. Morale is at its lowest and there must be some demonstration of change. It was acknowledged that this is a problem at all of the Unions. The Joint Leadership Team at the top is extremely aware of this. The goal is to treat each other as business partners in order to succeed. President Hutto-Blake feels this organization is a wonderful tool to be utilized by all especially at the local level. A recent change was facilitated by the Joint Leadership Team concerning the clearing of international crews through DFW Customs allowing them access to the secured side of the terminal rather than previously clearing and exiting Customs into the unsecured area of the terminal. Crews no longer have to go back through security to commute or connect to another flight.

A brief question and answer period was held.

#### **1445 Meeting Taken Off the Record**

A representative of APFA's accounting firm presented additional financial information to the Board.

#### **1610 Meeting Back on the Record**

##### **Departmental Updates**

## **Health Department**

Patty French began her presentation with an explanation of a program called, Partnership for Safety involving both American Airlines and the APFA. The program is designed to reduce injuries and create a safe work environment. A primary goal is to reduce injuries on duty. It is in place in Chicago and will begin shortly in DFW. The turbulence injuries are a problem. These injuries are being denied as IOD's as the pilots did not submit a turbulence report; however, page 255 of the contract states that the Company must investigate as a turbulence related injury. It is not dependent upon the pilot's report. It is important that other flight attendant's write up a corroborative report concerning the injury.

Patty has been working on a collaborative effort with the Company redesigning our essential job function which is outdated. We are trying to simplify and streamline it allowing flight attendants to get back to work in a more expeditious fashion.

Radiation exposure has become an issue. Patty will be putting together some articles that deal with radiation exposure. A website is available to flight attendants to track their exposure to radiation. A key point is that this can have an effect on pregnant flight attendants or those wishing to become pregnant. This information is being included in the maternity packet. Flight attendants are exposed to solar radiation. A goal of this department is to raise the awareness of the issue.

Another area of concern is the increasing numbers of addiction cases and anxiety and stress related illnesses. After 9/11, a unique program began called the Peer Support Program. Susie Wallace and Linda Lemme created this program helping flight attendants address their issues with trauma. A presentation was then given to the Board by the founders. Susie Wallace outlined her extensive background and credentials that she brings to this organization. Linda Lemme also brings an enormous amount of training and experience to this program. The goal is to reduce the emotional trauma of an event and facilitate the recovery of normal people having normal reactions to an abnormal event. They attempt to identify those on the crew who may need extra assistance. We usually feel more comfort with the support of our peers in these critical situations. American Airlines classifies its events in categories. This organization is a network of flight attendants who are peer support trained, who are readily available when a category 4 event occurs. They provide support for crews during and after a category 4 event and coordinate with the EAP to provide onsite assistance, support and interventions. All members of this team are bound by confidentiality. Susie Wallace outlined responses as relates to the specific incident. Stress Relief Sessions are held after a category 4 incident and the session can be attended by anyone who feels affected by the incident. All volunteers are thoroughly and extensively trained. Recurrent training will occur yearly. This program is very successful because peer-to-peer, flight attendant-to-flight attendant support does work. This program is totally voluntary. American Airlines does not trip remove any one to participate. A brief question and answer period was held. There are approximately 500 volunteer flight attendants currently trained and working with the Peer Support Program.

## **Hotel Department Update**

Dane Townsend began her report by announcing a new hotel for the Manchester, England layover. It is an Aurora Hotel, but some crews will be staying at the old hotel, The Renaissance. The Frankfort layover hotel was reviewed and the contract renewed for two years. The New York layover hotel is the Milford Plaza. The downtown London layover hotel is having mandatory fire alarm testing weekly at 1:00 pm. They are working to move this test to 2:00 pm., which is the latest time allowed. The long LAX layover will be the Ayres Hotel and this is a beautiful property with excellent amenities. They will be purchasing bicycles for the crews, as well as a van that will do hourly runs to Manhattan Beach. This is a non-smoking property. All Board Members were provided with the hotel review sheet for informational purposes.

## **Communications Department Update**

Leslie Mayo introduced the ...”We’re Restless” campaign. A “Declaration of Unrest” is printed in the Skyword. A luggage tag can be pulled and printed from the website. Flight attendants are urged to do so and display on their bags. Additionally, Leslie highlighted the “Joint Position Statement on Pension Reform Legislation” signed by American Airlines, APFA, APA and the TWU.

Leslie talked about the base reports that are to be submitted quarterly. Last quarter only one report was submitted, therefore that feature will be removed from the Skyword. Leslie also asked who wished bulletin board packages sent quarterly. If additions are wanted for the base websites, it requires the approval of three officers and should be forwarded to Bill White. Leslie asks that she be copied in on the request to Bill White. The Info Rep Packets will be coming out in April. We have a good number of info reps and the numbers have increased with the help of Denise Pointer, who has been a tremendous help in the Communications Department. The survey got off to a slow start but the numbers have picked up. There were some problems initially getting into the University of North Texas website through the APFA website. The next survey is scheduled for Phase II in April. The Skyword Express will have the first edition published in April and the theme will feature the Legislative Action Committee. The next **Skyword** deadline will be April 15th. The issue of advertising was discussed. It costs \$710 per page to print the Skyword and using a 40-page average, it is about \$30,000 per issue. Leslie pulled the advertising income from last year. Estimating the profit from advertising is sometimes difficult when a delay occurs, the advertisers are not charged. Leslie feels the advertising issue should be revisited. There had been a discount offered to members in the past. Leslie feels with the current money crunch, that discounts should not be offered. It is a lot of work for the Communications Department as some of advertising is not received ready for print. The profit from the advertising is minimal. The discussion continued regarding the prices of advertising and the disposition of the program. This issue was not resolved at this time.

## **Scheduling Department Update**

An issue was raised at the Joint Scheduling Committee Meeting. It has to do with the availability release once the GTD had been reached. As it stands now, past practice is that the flight attendant is responsible for contacting Crew Schedule to obtain the release of any remaining available days. Jamie's position is that this should remain the same versus an automatic release once the flight attendant has reached the GTD. Jamie did ask for the Board's input regarding this issue.

Another issue that has come to the attention of the Scheduling Department is that standby flight attendants are not being credited with the five hours after the standby is completed. Jamie is working with Thomas Wooten to see what programming needs to be done to change that. Hopefully, this will be corrected this week. Currently, when you complete a standby, the GTD is credited during the "clean-up" process in the middle of the night. The GTD is then credited; however, for assignment purposes prior to that, the GTD is not correct and this is a contract violation. She is hopeful this is going to be corrected relatively soon and avoid any further action on our part. There is a meeting scheduled for the Joint Scheduling Committee to discuss TTOT to see if there are any improvements we can make including some of the qualification limitations.

A problem that has arisen in JFK and SFO is the way crew tracking is entering an air interrupt versus a ground interrupt. This is being worked on tomorrow in a meeting with the Company.

Another situation being looked into deals with a reserve with less than an average day of obligation, good for the last day of the month are not able to pick up regular Option II. They are only able to get limited Option II. After some discussion and research of documents, we feel they should be able to fly actual Option II, not limited Option II. We should have an answer from the Company by the beginning of April and will proceed from there. We have been having "holiday manning" meetings dealing with some of the problems that happened in December. It is felt that some of the same problems might occur in July. An issue that has already been brought up that affects the manning is the pre-month issuance of PVDs. This has resulted in reassignments and reschedules that shouldn't take place. Jamie stated that she realizes this is very positive for those being granted the PVD's, but it is apparent looking back historically, that it causes manning problems.

A question was raised regarding trips being transferred out of a base even though there is a large make-up list for the day. Jamie explained that the daily coverage can not be based on the make-up list, as it is unpredictable whether or not trips will be requested or accepted.

The subject of the "Officer On Duty" during weekends and the method of providing the name and number to crew schedule was discussed and decided upon.

Jamie stated that the "turnaround" bid sheets will be addressed at a meeting next week.

### **Safety Department Update**

A report was submitted to the Board by Lonny Glover. The first issue Lonny wanted to address was the CERS (Corporate Event Reporting System) messages. The Safety Department has elected not to send all CERS messages on to the bases, as the numbers are so high. Last year approximately 12,000 CERS messages were received. The Safety Department will notify the base chair or vice chair if there is a serious situation. Please make sure that the Safety Coordinator has your personal telephone contact number for emergency situations.

Lonny directed his comments to Flight #908. It was a 777 from Buenos Aires with an IMA crew. On take-off, a contained engine failure occurred with an engine fire. The Captain initiated the evacuation. The flight attendants did an excellent job and all remained calm during the evacuation. During the evacuation, commands were given in English and Spanish. This aircraft was evacuated in less than 65 seconds. The "American Spirit Award" will be given to this crew.

The Airbus was then discussed. The APFA had asked for the information on the new training and procedures that were put in place. This information was received and experienced first hand at a simulator. An additional airbus experienced a problem but was totally different than American's problem on #587.

The issue of cell phone usage onboard flights was discussed. The FCC has asked for public comment on this issue with a deadline of March 14. APFA did submit their opinion with the first comment being that we wanted assurance that the flight attendants were given wireless communications first enabling them to communicate onboard the aircraft. Secondly, APFA has taken a stand against cell phone usage onboard the aircraft. We realize this will probably happen anyway. We have asked that disruptive cell phone use be put on the list of prohibited activities when it is considered interfering with a flight crew.

The Fatigue Summit is coming up. CAMI is in need of data for the fatigue study showing examples of extreme fatigue. If information showing incidents of extreme fatigue and the negative or dangerous results is available, please forward to my office as soon as possible. Documentation is needed by the end of the month.

The reconfigured Super 80 aircraft had so many seats returned to the main cabin that the last row was against the back wall making it impossible to check or remove the halon extinguishers. We went to the airport with American's Flight Service Regulatory Compliance personnel to verify. This was indeed the case and they are looking at a quick fix. They are going to put a smaller halon behind those seats and/or install a pullout drawer enabling the equipment to be inspected. Flight attendant luggage storage is nil. The extreme aft galley is being looked at to house luggage in the bottom half of this compartment.

Another issue is the crossing cabins for the lavatory policy. This is not an FAA rule, it is not a TSA rule, it is an American Airlines rule on International flights. They elected to

carry this policy over to the domestic operation. Several incidents of misconduct that have been received lately have originated with this policy. American has now published this policy in the American Way magazine and the PA will again be made. The FAR 9111 – Interference with the Flight Crew will again be published in the American Way.

TSA-Crewmember Self Defense Training program is going well. On the Safety Web page, the TSA schedule of dates and locations on training is posted. They are constantly adding cities and dates. Please encourage your base flight attendants to attend these classes.

We have a total of 40 base safety reps; however, some of the bases have none. Lonny strongly urges all bases to have safety reps. The Safety Department will be sending information periodically to all reps and intends to use the safety reps at Headquarters and to do base safety debriefs. Lonny asks that the chairpeople actively recruit safety reps for their base.

The issue of flight attendants' names, as well as actual number of flight attendants on board each flight was discussed. It was agreed that this information should not be shared over the PA. This issue would be raised with the Company and the pilots.

A question was asked regarding the ruling that flight attendants must check the aircraft, including the overhead bins, prior to leaving the aircraft. This is a TSA directive.

There have been some confrontational situations between flight attendants and pilots regarding insubordination. These have been referred to the APA Professional Standards Committee.

At this point, the Board of Directors agreed to recess for the evening. Day five of the Annual Convention of the Board of Directors will reconvene at 9:00 am.

### **1830 Meeting recessed for the evening**

## **APFA ANNUAL CONVENTION DAY FIVE March 18, 2005**

### **0910 Call to Order**

President Hutto-Blake called the fifth day of the Annual Convention to order asking Secretary Hildreth to take the roll call.

## **0911 Roll Call**

Secretary Hildreth called the roll with a few of the Board Members not in attendance at this time; however, a quorum was met.

## **0915 Contract Department Update**

Brent Peterson began his presentation to the Board by announcing the payout of the first duty free commissions on 2/15/05. The forms required to outline sales and those responsible did create some problems, but these were ironed out and work will continue on the efficiency and availability of forms at a meeting later this month. This is a test program running through the 31<sup>st</sup> of March and it is anticipated that it will be continued thereafter. The Buy-On-Board test will have its first payout on April 15<sup>th</sup>. There has been discussion concerning the structure of the commission and this department would appreciate any feedback from the various bases. The commission involves only those in the main cabin. The portable entertainment device test was conducted on 84 flights. Only 24 of the flights met the criteria for commission. This commission will be paid on March 31<sup>st</sup>. This does not appear to be a successful test at this point. The new credit card device is still being worked on.

The vacation awards were discussed and the numbers allotted per month. Verification was requested from the Company concerning the contractual guidelines for vacation awards.

An issue involving Article 16D of the contract has been resolved. This involved furloughed flight attendants being brought back to International, if they were subject to a reduction in force from International prior to the furlough. This has been clarified through Article 16D that these rights do not exist when they are recalled

An updated recall list was obtained from American Airlines and is posted on the website. Discussion has taken place regarding the MIA displacement issues. Brent did receive an e-mail from Roy Everett which stated that “simplification” at the base has actually made the problem worse.

Brent is working on a summary statement to be published in the Skyword, which outlines the various pay structures within the airline industry and will show comparative pay charts. It was requested that members of the Board be provided with the Company’s percentage numbers as relates to monthly vacation awards. Some base chairs have received inquiries from their flight attendants concerning the awards.

The MIA base and the “simplification” process - 737 plan were discussed. A meeting is scheduled with planning to further understand this situation. The turnaround situation on several of the bid sheets was again discussed. This will be taken up with Roy Everett at the next meeting.

## **Retirement Task Force**

Patrick Hancock distributed an informational sheet to the Board concerning the numbers used to determine our pension. An actuarial firm was hired to verify and validate the figures that had been submitted by the Company. These figures are indeed correct. This firm stated that the actuarial valuations are within the range of reasonableness. The only question raised was the percentage of people shifting in the brackets of 55-60 to 60-65 years of age. We did some research on this and found that there are 4,677 flight attendants between the age of 50 and 60; therefore, the percentage that was presented seemed correct to us. Flight attendants should be advised that these figures have been verified.

Jill Frank thanked the Board for the funds that have been allocated to her as APFA's Retirement Specialist. There were some concerns voiced about what the duties of this position would entail. A written report was submitted to the Board at the beginning of the week. American Airlines has set up a retirement presentation that will be presented system wide. The problem is that it is a "canned" presentation and it took quite a bit of work to get them to present a flight attendant specific presentation. They initially were going to use a generic presentation.

Jill believes that APFA should work to have a retirement rep at each base. The company will work with APFA in setting up retirement seminars. Jill Frank would like to go to each station to do a retirement session with the Company, working in operations before and after the sessions with flight attendants individually. She would then like the base chairs to identify the flight attendants who are interested in becoming a base retirement rep. These flight attendants could then be in attendance at the Company presentation, be introduced to the Company representatives and she could brief them at that point. Hopefully, this would alleviate the need to bring people to Headquarters for training. This program is beginning in Chicago on May 2<sup>nd</sup> and 3<sup>rd</sup>. She is also doing sessions in Los Angeles and San Diego. The average retirement number is 42 per month. Because of APFA's contact with American's Retirement Department, several important issues have been resolved. Jill Frank asked for the authorization of the Board to have business cards issued.

Resolution #5 was read into the record by the maker, Peggy Turley, RDU. A hand vote was taken and this resolution was unanimously approved. A clarification was made that this was a one-time request for business cards and was not to be included in the Policy Manual.

### **Officer On Duty Program**

Bob Walker, IDF Vice Chair made a presentation to the Board concerning changes to this program. Bob was asked by President Hutto-Blake to put together some ideas for an alternative program concerning the Officer On Duty. An initial idea that had previously been discussed was to have two full-time officers on duty. The problems caused would be budgetary and the burnout factor. Basically what the Officer On Duty Program is – is the Contract and Scheduling Department .... after hours. The major goal in restructuring



this program was not budgetary, rather the accuracy of answers, decreasing the work load of the base chairs and to increase and improve service to the flight attendant. We are looking at a program utilizing no fewer than four (4) people. As people gain experience and knowledge working at the scheduling and contract desks, it is hoped that this pool would increase. These people will be able to answer questions more quickly as they deal with the information every day, they will have a relationship with the senior schedulers on duty and know the day-to-day operational issues. By giving this program to the contract and scheduling reps, it gives them flexibility and something to work towards. At this time, every scheduling or contract rep comes and works at headquarters for a week or two period of time. There is no flexibility, i.e., working from home. Part of the burnout is the five on, two off with no chance of flexibility or change. Once a rep has the experience to qualify as an OOD, they will be able to work from home for a two-week period doing their personal things during the day and covering the OOD duties at night. The plan is to let the Contract and Scheduling Coordinators determine who and when, as they will be familiar with those flight attendants, their experience and schedules. The advantage to the Board, chairpersons, is that an extremely knowledgeable scheduling or contract rep will be covering the OOD position. The special Sabre availability is being worked on. These OOD reps will also need emergency contact numbers for all Board Members enabling them to contact you immediately. This is being set up as a six-month test, not a permanent change at this point.

The question was asked if the base chairs and vice chairs could still serve in this capacity. It was stated that this was possible, but certain criteria must be met with regard to the contract and scheduling departments. Several clarification questions were asked. There was a difference of opinion concerning the experience at the base level versus working the contract or scheduling desks at Headquarters. Several comments, pro and con, were given regarding this proposed change, which is perceived by some to exclude the chairs and vice-chairs. A historical overview of the original resolution creating the OOD program was given as to its intent, part of which was an educational tool. The issue of a budgetary tool for the local bases was raised by several Board members and is a definite concern.

The Parliamentarian made a point of order concerning the allotted time for discussion. A motion must be made to extend or a decision made. A motion to extend discussion was made and passed.

The exclusion of the chairs and vice chairs was an area of disagreement. It was suggested that the Board be pooled to understand the number of Board members who still want to work the OOD position. It would afford the chair people the right of first refusal.

Once again, a point of order was made concerning the time limit. At this time, the proposal was withdrawn.

**Break**

**Election Procedure Task Force Report**

A written report was given to the Board. Proposed changes to Section 14 of the APFA Policy Manual were submitted. Several draft resolutions were included in this packet as well. This Committee has worked very closely with the APFA Ballot Committee and has thoroughly researched the election procedures, as well as the events that led to the formation of the Election Procedures Task Force. The language, which is now presented to the Board, is the result of that investigative work.

Suggestions were made to reword some portions of the proposed language changes. The discussion continued along these lines with explanation offered of the intent and reasoning for the wording. It was reiterated that the National Ballot Committee is autonomous and these changes are giving them the authority to act including the convening of an emergency Executive Committee Meeting. This is a level of protection that has never existed and brings transparency to the issue. The Executive Committee would then brief the Board.

Research will be conducted regarding third party information from trip trade services that could be argued is company property/information, and the Department of Labor's interpretation. If this is deemed questionable, it will be included in the Ballot Committee's information packet to candidates.

Legal counsel suggested the following language to cover concerns expressed by some members of the Board. Any Executive Committee member who is a candidate in the election in which the issue has arisen shall not vote on the issue. Extensive discussion continued amongst the Board concerning the wording and the necessity for modification of wording on some of the proposed revisions/changes.

#### **Meeting Taken Off the Record**

The meeting was taken off the record briefly for a consultation with legal counsel.

#### **Meeting Back on the Record**

The discussion returned to the proposed changes to Section 14 of the Policy Manual. All Board members comments and suggestions were heard. In conjunction with the input, some additional changes were made to the wording as per the Board's request.

Resolution #6 is read into the record by the maker Cindy Horan, DCAI. President Hutto-Blake asks if there is further discussion on this resolution. Additional discussion took place regarding the wording of the resolution. The maker of the resolution was asked to strike certain portions of this resolution. This began additional discussion regarding the revision of this resolution. A short break was taken at this point.

#### **Break**

The proposed revisions to Resolution #6 were outlined by the Maker, Cindy Horan, DCAI. Paragraphs 5 and 6 of this resolution will be stricken. Once again, President

Hutto-Blake asked if any further discussion was needed prior to the roll call vote. There was none.

Amended Resolution #6 was put forth for a roll call vote. This resolution is passed unanimously.

Resolution #7 is read into the record by the maker, Cindy Horan, DCAI. The maker spoke to the resolution and President Hutto-Blake asked for further discussion. A clarification was made that appointments to the National Ballot Committee are made every two years. No appointments would be made at this Convention. Resolution #7 is put forth for a roll call vote and the resolution passes unanimously (18-yes).

A review of Allied Union Services was presented to the Board and an informational packet passed. This group is being used by virtually every Union as regards electronic voting. They have made a presentation to the APFA. A resolution will be put forth asking for additional time for the Election Procedures Task Force to research the feasibility and cost effectiveness of utilizing the electronic and/or telephonic methods in order to facilitate efficient elections and balloting. This Committee is not considering the use of the electronic ballot system for officer elections as there are issues that are to be resolved including a constitutional change. This is strictly a research project. It was suggested that the National Ballot Committee do the actual research on this issue.

#### **Meeting Taken Off the Record**

#### **Meeting Back on the Record**

Additional comments were offered by members of the Board. The discussion continued regarding the issue of electronic balloting. The subject resolution was not presented for a vote.

The last item to be discussed under the mandate given the Election Task Force was the subject of suggested changes to the Constitution. There was a brief pause in the meeting allowing the Board to review information disseminated. Resolution #8 is read into the record by the maker, Cindy Horan, DCAI. The maker was asked to speak to the resolution. These are suggested changes proposed by the Election Task Force after considerable work. One change that is highlighted is the issue of making a flight attendant, dues current "less" than five days prior to balloting. A point was made that much work had already been done in an attempt to amend portions of the APFA Constitution and that this effort had failed.

#### **1325 Meeting Taken Briefly Off The Record**

#### **1330 Meeting Back on the Record**

The resolution being discussed was withdrawn by the Election Task Force Committee. This completes the presentation of the Election Task Force Committee.

## **Fatigue Summit**

This meeting will be held at Headquarters on April 29 and April 30 and has become a very large gathering. Initially, only the principles of the various Unions were invited. The delegations have increased considerably. It is now involving approximately 45 people.

## **APFA Negotiating Team**

President Hutto-Blake would like to put forward the nominees for the appointed portion of this team at the next Executive Committee Meeting in June. President Hutto-Blake would like to begin this process and discussion thereof.

## **LUNCH BREAK**

### **1445 Meeting Back on the Record**

Although some members of the Board have not yet returned from lunch break, a quorum is met. President Hutto-Blake addressed the Board. She felt that the Annual Convention should encompass a complete review of the business of the APFA and governance of the Union. The National Officers intent is to communicate to the Board, all that they have been involved in and intend to accomplish. Unfortunately, this has taken five days but President Hutto-Blake feels that a lot of good work and communication has been accomplished. The issue of a time limit, as outlined in the APFA Policy Manual, for the Annual Convention was discussed. In accordance with policy, the governing body of the APFA has reached the time limit allowed for this type of proceeding. This meeting will be recessed at the conclusion of business today. A special convention will be called for May 11<sup>th</sup>, the Lobby Day in Washington, D.C. The members of the Board participated in a discussion concerning the process so far and ways to improve and expedite the proceedings.

## **VICE PRESIDENT'S REPORT**

Vice President Durkin will be highlighting information that has been taken from the records of the SBA Department on March 1, 2005. The NODs must be discussed and a continuity be decided upon for their handling. If a case is closed out, it is the local APFA representatives' responsibility to forward information to Headquarters. This information will not be forwarded to APFA Headquarters by the Company.

The Vice President began his report with a power point presentation. The SBA Department was outlined and the Division Representatives and SBA Advocates identified. It was noted on this chart that 636 cases had been filed in this office from January 1, 2004 through March 1, 2005. An organizational chart was also reviewed. A chart was shown indicating the System Wide Grievance/NOD totals; grievances 106 and NOD's 530 for the period 1/1/2004 – 3/1/2005. This does not include outstanding grievances that were filed before the date shown.

The Vice President asks that the meeting be taken off the record briefly to discuss some specific grievance and arbitration issues.

### **Meeting Taken Off the Record**

### **Meeting Back on the Record**

### **Staffing and New Program Onboard Aircraft**

The Vice President wishes to thank all those involved in the data gathering flights for the proposed credit card device and the new Buy-On-Board program. The credit card device is still being tested and a final decision has not been made. This is not anticipated to be a big problem for the SBA Department. It is felt that there should be four (4) on the wide body aircraft and two on the narrow body aircraft. The staffing on these flights is an ongoing situation and discussion. The Personal Entertainment Device program was not exactly successful financially. The final decision has not been made. Questions were raised about the Duty Free Program and the losses incurred.

### **Meeting is Taken Off The Record**

The remainder of the Vice President's Report was given off the record.

### **1705 Meeting Back on the Record**

A motion was made to finish the National Officers' Reports prior to adjournment. The Board concurred with this motion.

### **SECRETARY'S REPORT**

The Policy Manual, its updates and revisions, was discussed by the Secretary. An updated Policy Manual will be provided to the Board; however, a historic document concerning this policy will remain in the computer. The Secretary hopes to have this revised manual distributed to the Board prior to the continuation of this meeting on May 11<sup>th</sup>.

A request was made for cell phone numbers to be shown in the "Brains Book". Additionally, e-mail addresses will be included. A revised book will be distributed the first of April.

### **National Ballot Committee Appointments**

A request was made to postpone this item to the continuation of this Annual Convention, May, 2005.

### **Officer On Duty Manual**

This will be distributed shortly thanks to the work of Nancy Archer and Clint Breen. The Officer On Duty Rotation Schedule was discussed.

### **TREASURER'S DEPARTMENT UPDATE**

The Treasurer has asked that this portion of the meeting be postponed until the May 2005 continuation of the Annual Convention.

### **Motion to Recess**

A motion was made to recess until the special continuation of the Annual Convention in May, 2005. A hand vote was taken and the motion was passed to recess at this time.

### **MEETING IS RECESSED UNTIL MAY, 2005.**

The Board of Directors will be advised of the date of continuation.

## **C O N T I N U A T I O N**

### **APFA BOARD OF DIRECTORS' ANNUAL CONVENTION**

**MAY 10 AND MAY 12, 2005  
EMBASSY SUITES  
DULLES, VIRGINIA**

### **1100 Call To Order**

President Hutto-Blake reconvened the Annual Convention of the APFA Board of Directors. This is a continuation of the meeting previously held on March 14-18,2005, in Chicago. May 11<sup>th</sup> will be devoted to lobbying efforts by the APFA on Capitol Hill.

### **1101 Roll Call**

Secretary Hildreth was asked to call the roll for this meeting. All Board Members were present. This meeting had different participants on the Board as the newly elected chairpersons had now begun their term of service.

### **1105 President's Remarks**

President Hutto-Blake reviewed the "Rules of Order" as agreed to by the Board Members and submitted by Dr. Meyers, the official parliamentarian for the 2005 Annual Convention of the APFA. Dr. Meyers addressed the Board concerning these rules which are not intended to stifle, but rather protect the rights of each individual board member and those flight attendants they represent. Dr. Meyers presented a brief review of the rules and procedures previously agreed to.

A motion was made to once again accept the "Rules of Order". A hand vote was taken and all concurred to abide by these rules.

### **1120 Agenda Review and Approval**

The previous meeting was recessed prior to the conclusion of the Secretary's Update. President Hutto-Blake asked for additions or changes to the published and previously approved agenda. Several agenda items had sponsor names changed and some agenda items were withdrawn at this time. A considerable amount of time was spent amending the agenda for the remainder of this meeting. A motion was put forth to approve the amended agenda and was passed unanimously.

### **Treasurer's Update**

Treasurer Lukensmeyer presented Resolution #9 to the Board and read same into the record. The topic of this resolution was the Budget Committee Nominees. Treasurer Lukensmeyer stated that this resolution names her nominees: Doug Newland, James Andrews and Cheri Washbish. Additionally, the Treasurer felt that the Committee functioned well with only three active members versus five. Two members of the current committee were unable to attend most meetings. The three active members did a very good job and all that was asked of them. She felt this was definitely a cost savings measure without compromising results.

Discussion began regarding the nominees and their qualification for these positions. Several questions of clarification were asked. Input was given and opinions offered regarding the suggested appointees to this committee. Discussion also occurred regarding the correct procedure for establishing a new Budget Committee.

### **Meeting Taken Off the Record**

The meeting was taken off the record briefly allowing the Board to confer with APFA Legal Counsel, Mady Gilson.

### **Meeting Back On the Record**

Resolution #9 was amended as per suggestion of the Board to state the reduction of the number of committee members as well as wording concerning the removal of current

members. A confidentiality agreement, to be signed by members of this committee, was also discussed. The term of service on this committee was discussed and a decision reached by a consensus of the Board. The term of service will also be added to the resolution. It was decided to take a short break enabling the Treasurer to amend this resolution to include all changes discussed.

### **Break**

### **Meeting Back on the Record**

Treasurer Lukensmeyer answered questions, which were posed prior to the break. Resolution #9 as amended was read into the record by Treasurer Lukensmeyer. Discussion was once again directed to the nominees for this committee. The Board then approved the amended portion of Resolution #9.

There was a question clarified by Dr. Meyers concerning a nomination. The amended resolution must be either voted up or down. The amended resolution had been approved by the Board. The discussion continued regarding the nominees. A Board Member called for a roll call vote on Resolution #9. The resolution failed with a vote of 6-yes, 10 no, 2 abstain.

### **OLD BUSINESS**

#### **Archives**

APFA signed a contract with UTA, which included the changes as outlined and requested by the Board at the Annual Convention in Chicago. Cila Golas is gathering the data to be sent to the Archives at UTA. No sensitive or confidential historical papers will be given to UTA. Once the collection is forwarded and displayed, a formal dedication will take place.

#### **National Officer's Recognition**

Resolution #10 is read into the record by the maker, Turley-RDU. This resolution suggests a special recognition pin for all persons who serve/served as National Officers since 1993. The wording of this resolution was discussed as well as the other awards that have been provided and are available to be designated by the Board. Several opinions were offered with the overall point of honoring those people who have worked so very hard for the APFA and its membership. The timing and financial position of APFA led to several opinions against this resolution. The maker's intent was to honor our officers, both past and present, but asked to withdraw her resolution at this time. A motion to withdraw was made and passed unanimously. Resolution #10 was withdrawn.

#### **Distinguished Service Awards**



President Hutto-Blake gave some background on the three awards that are available and the intent of these different distinguished service awards. An agenda item was added, at this time, to New Business, concerning the Jose Chu Award, by a motion agreed to by the Board unanimously.

The Secretary's agenda items were postponed temporarily and the agenda moved to the item entitled, Communications.

### **Communications**

The LGA Vice-chairperson had three resolutions to be presented to the Board; however, they were temporarily lost and must be printed again. Once again, certain agenda items were postponed until the printer problem could be resolved.

### **Direct Deposit**

A question was asked why all APFA monies payable can not be paid utilizing direct deposit. Payroll is direct deposited while expenses and reimbursements are done by check. The Treasurer explained that it is a complicated situation and is and has been worked on for quite some time trying to find a solution.

### **Return to items postponed by Secretary:**

#### **EC Recommendation**

The discussion of the EC recommendations for Policy Manual is postponed until the next meeting.

#### **Officer-On-Duty – Withdrawn**

#### **EPT Instructors – Withdrawn**

#### **Code of Confidentiality – Previously discussed and resolved**

#### **NEW BUSINESS – Continued**

#### **Reserve, MU, AVBL, RSK, Open Time Coverage**

Liz Mallon, ORD Chairperson spoke to these issues. It basically dealt with the changing of departure times thereby eliminating illegalities. This has been an outstanding issue for quite some time. The coding of these situations has been an issue making it difficult to track and document the actual instances. Additionally, the open time is a big issue to many flight attendants. A task force determined a test to be conducted over a holiday weekend. It is asked that the Board be advised via an all-call and be asked for their input. The rescheduled/reassigned situation was discussed. Different codes are now being used which do not generate pay protection. This situation must be resolved. President Hutto-

Blake asked Liz Mallon, Clint Breen and Randy Trautman to continue researching and working on this issue. Other Board Members related incidents and rescheduling/reassignment coding that occurred at their base. Several board members contributed opinions regarding the manning situation at all bases. The membership wants relief from the effects of the RPA. The communication between the National Scheduling and National Contract Coordinators and the base chairs must be consistent and constant to resolve issues.

### **9P6 Arbitration Update**

Vice President Durkin briefed the Board off the record.

### **1520 Meeting Back on the Record**

#### **1521 Communications**

This resolution rewords an APFA policy concerning cell phone usage as contained in the Policy Manual was presented by the LGA Vice-chairperson. Resolution #10 is read into the record. Resolution #10 is passed by a vote of 17-yes, 1-absent.

#### **1535 Expenses**

This resolution addresses the SAF expense allotment, which has not been reviewed for fourteen (14) years. Comments were made by several members of the Board, both for and against this proposed resolution. This replaces the loss of expenses when trip removed and also for additional time given above and beyond the required eighteen (18) days per month and eight-hour work days. The consensus of the Board was that this is a difficult time financially for the Union and our membership and that fiduciary responsibilities precluded the passage of this resolution. The maker was asked by the Board to withdraw this resolution. The maker withdrew the resolution at this time. The Board voted unanimously in favor of withdrawing this resolution.

### **Insurance**

This matter was brought forward by Edwards-JFK. Resolution #11 was read into the record. This resolution concerned the reimbursement of insurance expenses for the LGA vice-chairperson, who stepped forward to assume this position when the illness of the LGA Chairperson occurred and the vice-chair assumed the chairperson position temporarily. This is reimbursement for Cobra insurance payments of this individual who was on a furlough status at that time. This reimbursement would come from the LGA base budget. It was suggested that the resolution be amended to reflect the statements that it is a non-precedent setting, one-time only payment and would be taken from the LGA base budget. A hand vote was taken on the amendment to Resolution #11 and was passed with a vote of 17-yes, 1-abstain. Resolution #11, as amended, is put forth for a vote. This resolution passes with a vote of 13-yes, 4-no, 1-abstain.

## **APFA Annual Convention**

The ORD Chairperson addressed the length of the Annual Convention as well as the growing list of participants. It was felt that some changes should be made; however, it was pointed out that most of the procedures are covered in the Policy Manual. It was suggested that perhaps some of these valid concerns should be addressed and perhaps policy changes be made. The interpretation of the written policy was discussed.

## **APFA Ad Hocs – Withdrawn**

### **Representation Rights – Withdrawn**

### **Formula for Base Trip Removals**

Resolution #12 was read into the record by the maker, Mallon-ORD. The current policy is one full time trip removal per 1,000 flight attendants. This resolution suggests that the number be changed to 750. This includes active and inactive flight attendants in the count. Extensive discussion occurred amongst the Board concerning this resolution and the funding of this change to policy. Several different opinions were proffered and the upcoming expenses were discussed. A strong suggestion was made to look at how money is spent and different ways of savings money. This proposed change would not take effect until next year's budget. The maker was asked to withdraw the motion, but declined stating that it is time to sort out and work through this issue. Because the change would not take place until the following year, the Board would have the time to utilize and facilitate financial changes in other areas and expenditures. The overwhelming opinion is that the base budgets should be funded first as they are the first line-contact with and for the flight attendants.

The Board voted to extend the thirty-minute (30) time limit on discussion of an agenda item. This Board discussion was continued.

Several suggestions were made to reword the resolution. An amendment to the resolution was discussed and worked on by the DFW Chairperson, Vice President and several members of the Board. It was determined that the current amendment being discussed was not necessary. This amendment was withdrawn by a unanimous vote of the Board. Resolution #12 was put forth for a vote. The resolution was passed unanimously.

## **1725 Break**

The Treasurer spoke to the Board answering a previously asked question

## **Notice to BOD Regarding Committee/Task Force Activities**

The ORD Chairperson spoke to this agenda item. This had been previously discussed during another portion of the meeting. Methods of communication and reasons for the

necessity of the open communication were reiterated. It is imperative that APFA speak with a unified voice nationally.

### **Campaign Expense Relief**

The different methods of assisting candidates running for various offices were discussed. A legal opinion concerning the campaign procedures was requested of legal counsel. Suggestions were offered by Board members concerning how the National Ballot Committee could assist candidates equally.

### **Phone Lists During Campaigns**

This agenda item will be researched by legal counsel and the Board will be advised.

### **Satellite Base Tests**

The ORD Chairperson briefed the Board regarding the satellite base of MSP. Additionally, the SAN satellite was discussed. The proposed ATL satellite out of the MIA base was discussed as well. All additional satellite bases are on hold at this point.

### **Article 28**

The Board discussed the DRC situation at several bases. Also discussed was the interaction with Flight Service and Pay Comp. Decisions have been made and then reversed by Flight Service and/or Pay Comp. The next ADR Training Class is scheduled for July 24 through July 26. Also, the Vice President's Department is working on setting up a Joint Facilitator Training Program. The facilitator's should be trained in mediation.

### **Meeting Recessed for the Evening**

This meeting will be continued at 9:00 am on Thursday, May 12, 2005.

## **CONTINUATION APFA BOARD OF DIRECTORS ANNUAL CONVENTION MAY 12, 2005**

### **1025 Call To Order**

President Hutto-Blake called the continuation of this meeting to order.

## **1026 Roll Call**

Secretary Hildreth took the roll call of the Board Members present at the opening of this meeting. All Board Members were present

## **1030 OLD BUSINESS**

### **1030 Jose Chu Award**

Resolution #13 is read into the record by the maker, Mallon-ORD. This resolution nominated Kathy Lord-Jones, Lonny Glover, Debbie Roland and Mario St. Michel to be recipients of the Jose Chu Award acknowledging outstanding service in the field of safety for the APFA and its membership. These individuals established the APFA "GO TEAM" for accident/incident investigations and were called to duty as GO TEAM members numerous times. This award will be presented at the next Annual Convention. This resolution is passed unanimously.

### **Martha W. Griffiths Award/ Distinguished Service Award**

Resolution #14 is read into the record by the maker, Edwards-JFK. This resolution nominates Elaine Barber as a recipient of the prestigious Martha W. Griffiths award for years of dedication and service to the APFA. Vice President Durkin, Secretary Hildreth and President Hutto-Blake all spoke in favor of this resolution outlining Ms. Barber's outstanding commitment and contributions to the APFA.

Extensive discussion ensued regarding the various awards available to the Board for presentation to deserving recipients. The history of the award and suggested qualifications for those awards were discussed.

Resolution #14 is put forth for a roll call vote. This resolution is passed with a vote of 14-yes, 4-abstain.

Resolution #15 is read into the record by the maker, Edwards-JFK. This resolution nominates Steve Sternig to receive, posthumously, the Distinguished Service Award for his many years of caring and service to the LGA based flight attendants, flight attendants system-wide via his devotion to the Wings Foundation and the APFA. Resolution #15 was passed unanimously.

Resolution #16 is read into the record by the maker, Edwards-JFK. This resolution nominates Suzy Spurlock Thorley to receive the Distinguished Service Award for her many years of service to the membership and the APFA. Several members of the Board spoke positively to this nomination. Resolution #16 was passed unanimously.

## **1115 Break**

Resolution #17 is read into the record by the maker, LeWinter-SFOI. The maker spoke to this resolution. Several comments were offered regarding this proposed resolution. An amendment was made to this resolution. This amendment was not put forth for a vote as, after further discussion between the Board Members, Resolution #17 was withdrawn.

### **Uniforms**

A request had been made at a previous meeting to approach the Company concerning uniform points. It was suggested that should a flight attendant not have enough points to cover the items they wished to have, that the balance of the points required be accepted in dollars. In other words, a combination of points and money would be accepted. President Hutto-Blake stated that this issue had been addressed with the Company and this change may have already been instituted. A member of the Board stated that they had recently replaced uniform items utilizing both points and payroll deduction.

### **Trip Removal Policy**

This resolution dealt with the paper bidding procedures by Union representatives. Discussed within this resolution was the optional exchange issue. At this time, the Union representative is capped at the 22C value, the actual bid line they held or could hold. It was suggested that those interested in changing or modifying this policy, work to put a resolution or suggestion together for the next Board Meeting.

### **Phone Plans**

It was suggested that all review their current phone plans and make the appropriate changes to their telephone service. There are many more options and they should be utilized to reduce costs.

### **UAW Contract**

A question was asked when the staff contract was signed off. This new contract was signed off on October 29, 2004. The time line of this contract was outlined by President Hutto-Blake.

### **Executive Committee**

A proposed resolution, which was not submitted, was discussed concerning the location of the Executive Committee Meetings. The maker asked that the Executive Committee Meetings be held in the Unity Pays Conference Room at Headquarters as a cost savings measure. This was a discussion item only. At the last Officers' Meeting, the decision had been made to hold the next Executive Committee Meeting at Headquarters. President Hutto-Blake stated that it was the intention of the Executive Committee to hold these meetings at Headquarters.

## **Staff – Withdrawn**

### **Vacation Payback**

Resolution #17 was read into the record by the maker, O’Kelly-DFW. The maker stated that the actual agenda item should have read, Payback. This resolution speaks to the procedures required for chair and vice chair people to obtain vacation payback for work done during that period. This issue was extensively discussed by all members of the Board. Most Board Members felt very strongly about being able to handle this reimbursement at the local level and at their discretion. Most felt it was fair to advise the officers; however, most felt it was not necessary to obtain authorization from the officers. An editorial change was made to the resolution by the maker. A hand vote was taken and Resolution #17 was passed unanimously.

### **Article VII Charges**

This was a discussion item only. A question was asked about the Skyword article concerning the Article VII charges. President Hutto-Blake stated that she wrote the article, which was printed in Skyword concerning Article VII charges.

### **Reciprocal Jump Seat Committee**

This discussion concerned the procedure for dismantling this committee, which was set up via resolution in March of 2001. Several issues were brought up regarding the jump seat privileges as relates to American Eagle flight attendants and American Airlines supervisors utilizing “X” passes on cabin jump seats. Both issues will be clarified during a meeting to be held between Laurie Curtis and Tommie Hutto-Blake.

### **Executive Committee – Withdrawn**

### **UAW Staff – Withdrawn**

### **Union Pins – Withdrawn**

### **Joint Committees – Withdrawn**

### **Communications**

This is a discussion item only. The MIA chair suggested a local hotline. The discussion centered on the cost of the 800-number used to listen to the APFA Hotline message. The Vice President addressed the logistics of utilizing local hotlines versus the centralized 800 number currently used for the hotline. The information on the hotline is approved by the National Officers and Coordinators and updated at least once per week.

### **Skyword**

Resolution #18 is read into the record by the maker, Bartholomew-BOS. This resolution deals with establishing a member discount concerning the placement of advertisements in the Skyword. Vice President Durkin spoke to this issue explaining that there is a print/publication cost per page, which must be covered. If a discount is offered that discounted cost must be absorbed by higher prices to other advertisers. The advertising currently is not that profitable and could go into the red if discounts are offered. It was suggested that the Communications Coordinator present a report regarding the costs involved in the production of Skyword. The maker was asked to postpone this resolution. This would allow for the gathering of information and a clearer perspective of costs determined. Resolution #18 was been postponed.

### **Skyword Advertising**

Resolution #19 is read into the record by the maker, Bartholomew-BOS. This resolution speaks to a set schedule for the production and mailing of the Skyword. The Skyword is published quarterly. Also discussed at this time, was the need to determine where in the Policy Manual the revisions to various amended policies should be placed. The fact that this would establish policy and leave no leeway for circumstances was discussed extensively. An amendment to this resolution was suggested. A short break was suggested allowing the maker to amend this resolution.

**1450 Break – lunch brought in for the Board of Directors, et al.**

**1500 Working Lunch  
Point of Information**

Dr. Meyers spoke to the Board Members regarding some questions that had arisen. Dr. Meyers explained the difference between an editorial change versus an amendment change to a subject resolution. An editorial change does not affect the intent of the resolution. Dr. Meyers also spoke to the issue of “tabling” an agenda item. If a member of the Board makes a motion to table an agenda item and receives a second, this action automatically stops discussion. It is not debatable or amendable at this point. If the motion is passed, the item is tabled indefinitely. An additional motion must be presented, seconded and passed to bring this issue from the table back to the Board. It is not guaranteed that the support for this motion to return the issue to the Board would be received. If the Board Member’s intent is to obtain more information or they need more time, the proper procedure would be to “postpone” an agenda item to another time on the agenda.

### **Skyword Advertising - Continued**

An amendment to Resolution #19 was brought forth by the maker. This suggested amendment was reviewed and discussed with the Board Members. It was suggested that the specific portion of the Policy Manual this would affect be included in the amendment and/or resolution. The amendment to Resolution #19 was unanimously adopted by the



Board of Directors. Resolution #19, as amended, was put forth for a vote. Resolution #19 was passed with a vote of 17-yes, 2-no.

### **Supervisory Personnel Working On the Line**

Vice President Durkin addressed the Board regarding an arbitration previously held concerning supervisory personnel flying trips. Unfortunately, the arbitrator ruled that the Company has the right to cover their open time with supervisory personnel when they are short. Examples were given of positive trip removals by supervisors as a reward. The Boston base manager used the trip removal to understand a particularly problematic trip. President Hutto-Blake also spoke to issue as she is also aware of management working trips to enable them to understand and feel the fatigue of the new work rules.

### **Simplification – Withdrawn**

#### **Award of Merit**

Resolution #20 was read into the record by the maker, Moehring, IOR. The resolution nominates the founders of the Wings Foundation: Ada Asher, Marie Lockbaum and Patti Baskin to receive the Award of Merit at the 2006 APFA Annual Convention. Some editorial conversation was undertaken and wording of this resolution was edited to assure each individual named would receive this award. This resolution was put forward for a vote and was passed unanimously.

#### **A300 Speaker**

This agenda item is for information only. On May 1, 2005 an agreement was entered into where the cabin requirement – one speaker in each cabin – was lifted as a four-month test on the A300 – Boston. The Board discussed the speaker situation and how most feel it violates seniority. Several questions were asked of the Vice President and the meeting was taken off the record briefly for his response.

### **Meeting Back on the Record**

#### **Office Supplies**

Resolution #21 was read into the record by the maker, Turley-RDU-I. This resolution increases the limit of \$125 to \$175 for the amount of reimbursement allowed for office/business supplies without Officer approval. Several Board Members spoke in favor of this resolution and the question was called; therefore, a vote was taken. This resolution was passed with a vote of 16-yes, 1-no, 1-absent.

### **Policy Manual – Withdrawn**

#### **Policy Manual Clarification**

Secretary Hildreth spoke to two issues regarding the Policy Manual. The first issue raised was clarified and no further action needed. The second issue was a resolution dated July, 2003, and dealt with the National Officers' salary and the choice for the Division Representatives of paper bidding or being salaried. The resolution addresses that the Division Reps can no longer be salaried, but does not address section 6. Section 6 states that APFA will pay benefits as if the Division Reps were a salaried employee. It was agreed by a consensus of the Board that the resolution nullified the choice, therefore, Section 6 is also then nullified.

### **Service Awards**

Resolution #22 is read into the record by the maker, Secretary Hildreth. This resolution asks that Rosemary Cooper and Kim Ramos, APFA Staff Members be given honorary membership in the APFA for their many years of service to both APFA and its membership. This resolution was passed unanimously.

### **NATIONAL OFFICER UPDATES**

#### **TREASURER'S UPDATE**

Resolution #23 is read into the record by the maker, Treasurer Lukensmeyer. This resolution removes Sharon Lennox and Gregg Gunter from the Budget Committee and appoints Clint Breen, Michael Parker and Greg Bertollini to this Committee for the remainder of the term. Resolution #23 is put forth for vote and is passed by a vote of 17-yes, 1-abstain.

The Treasurer advised the Board of the Dues Arrears individuals. This information will not be published. Base chair and vice-chair persons were asked to sign a confidentiality statement regarding this list. The amount of \$317,000 in past dues has been collected to date.

The Treasurer explained the different insurance policies of the APFA. The Treasurer also briefed the Board regarding, "Individual Labor Leader" coverage. This coverage costs \$100 and must be purchased personally by the Union Officer. This is personal protection of the Union Officer should an individual be accused of wrongdoing. All officers are covered by Directors' & Officers' Liability insurance; however, this is personal coverage to protect the officer, should that officer be sued individually for any personal actions against the APFA. Several board members who are officers of the APFA had questioned and requested clarification regarding this additional policy. The meeting was taken off the record briefly to answer some of these inquiries.

### **1730 Meeting Back On The Record**

Additional financial information was distributed by the Treasurer concerning the G&A account. This discussion was in conjunction with establishing budgets for the President, Secretary and Treasurer's departments for the year 2006. There currently is no budget for these three officers and all expenses are taken from the G&A account.

### **1742 SECRETARY'S UPDATE**

It was requested that the meeting be taken off the record briefly.

### **1810 Meeting Back On The Record**

Resolution #24 is read into the record by the maker, Secretary Hildreth. This resolution appoints the following individuals to the National Ballot Committee: Tim O'Connell; Sandy Mauk, Marty Murchison; Leatha Harding Berry; Myrene Saunders, Patrick Farrell, Gay Floyd, Linda Herod-Rivas and Karen Goodrich. A roll call vote was requested. Resolution #24 was put forth for a roll call vote and was passed with a vote 14-yes, 2-no, 1-abstain, 1-absent.

### **VICE PRESIDENT'S UPDATE**

Several of the Presidential Grievances have been scheduled. The FMLA Grievance is scheduled for August 23-24, the 737 Staffing issue is scheduled for October 19-21, Quarterly System Boards are scheduled October 11-14, and Vacation Accrual is set for June 28-29, 2005. The Vice President's Department is working very hard to clear the docket. An incredible amount of termination grievances are scheduled over the next few months. Some have been settled with a positive outcome. The finalization of and reconvening of the Board on FML-1 will be held May 16<sup>th</sup> in Boston. FML-2 is scheduled for August. The Vice President asked all to continue filing their FMLA NODS. Vice President Durkin briefed the Board concerning a government Fatigue Seminar in San Antonio on an Air Force Base he attended with Steve Watson and Jena Hopkins. While at the Seminar, they were able to work with a computer program called, Fast Program. This program can actually predict fatigue. This program is very new and very expensive. It does require a great deal of manual input.

### **PRESIDENT'S UPDATE**

President Hutto-Blake began her briefing to the Board by stating that the Skyword was in the process of being finalized. The President's article will deal with the efforts of the APFA to walk down "two different paths". The President feels very strongly that we need to look at a different business model and most importantly be present and part of this new business culture.

The next Executive Committee Meeting will be held at Headquarters during the month of June. A date has not been set at this point. The Company-wide fly in and lobbying effort is set for June 22<sup>nd</sup> in Washington, D.C.

### **Meeting Taken Off the Record**

The Meeting was taken off the record briefly for a legal update.

### **Meeting Back On the Record**

Phase II of the survey is up on the website. Please encourage everyone to participate in this survey. The Board asks to be updated regarding the numbers of flight attendants participating in this survey.

President Hutto-Blake briefed the Board on all efforts made by her, Cheri Washbish and Greg Bertollini to return the St. Louis forced transfer MIA flight attendants to their base.

The Fatigue Summit was considered a tremendous success. This conference received some excellent media coverage, which is available at Headquarters for viewing during the base chair visits. Additionally, President Hutto-Blake asked the base chairs to review the detailed survey results during their visit.

The Info-Rep Program is progressing and an info rep packet is being developed. They are in need of captains. The base chairs must contact Leslie Mayo, National Communications Coordinator as soon as possible with the names of the local captains.

President Hutto-Blake briefed the Board regarding the Phoenix Aviation Symposium, which she recently attended with Lori Bassini. This was a global aviation gathering.

President Hutto-Blake updated the Board concerning the fact that, at the present time, there are three outside consulting firms on AMR Property. The first one is the Overland Resource Group which is a relationship consultant. The second is the Boston Consulting Group, which is working on the "Simplification Plan". As a result of this, two types of equipment will be removed from the Boston base as they are the only base with six types of equipment being flown. Bob Walker and Dan Mahoney will be working with Crew Resources regarding this change and the impact on this base. The third is the Bain Consulting Group, which is involved in a three-month project to work with both management and labor to lower costs. The message that is being given to this consulting group is that all work groups do not feel that it has been a "shared sacrifice" between management and labor. There has been no evident or obvious change to management. President Hutto-Blake feels it is important for us to be a business partner in this effort and our presence and input be heard and felt. The structure of management needs to be reviewed. It is a challenge for the Officers to be part of all these committees concerning communication and change. The Board discussed the role of the Union and its efforts concerning these various consulting groups and committees. All agreed that it is imperative that we be involved at all levels, our presence be felt, and our ideas and

opinions heard. The structure of management and flight service was extensively discussed and various ideas for cost savings put forth to be suggested at the various committee meetings.

The goal of all involved is the reduction of costs and to generate revenue. It is time to look elsewhere for reduction of costs. All three of the labor groups have reiterated over and over ..... our contracts are closed.

### **Adjournment**

A motion was made to adjourn the 2005 APFA Annual Convention. This motion was passed unanimously.