

REPORT: “AFA-CWA Attempts to Merge/Raid APFA”

From Information Presented by

AFA-CWA Leadership at the AFA-CWA 2015 43rd Annual Board of Directors Meeting

Submitted to The APFA Board of Directors, May 6-7, 2015

By Tim Burns, Leslie Mayo and Julie Moyer

The following information was gathered at the 2015 AFA-CWA Board of Directors Meeting held in Las Vegas, Nevada during the week of April 26th, 2015. The theme of the AFA-CWA Annual BOD Meeting was “*Stronger Together, Better Together.*”

At the invitation of AFA-CWA CAL MEC President Marcus Valentino, APFA representatives were guests to observe and speak informally with AFA-CWA leadership and members regarding AFA-CWA International leadership’s plans to merge AFA-CWA and APFA. APFA National Communications Chair, former Base Vice Chair and former Division Representative Leslie Mayo, APFA Constitution Committee Member (1991) and former Board of Directors’ member Tim Burns, and former Board of Director’s member and former Division Representative Julie Moyer attended the AFA-CWA Convention on Tuesday, April 28th and Wednesday, April 29, 2015.

The purpose of attending the AFA-CWA Convention was to share information from the APFA perspective that no merger of APFA and AFA-CWA is in any stage of discussion. Our goal was also to dispel misinformation being delivered by AFA-CWA International leadership.

Written and verbal presentations from AFA-CWA International President Sara Nelson paint a picture that discussions are well underway to merge with APFA. The following excerpts highlight this position.

NOTE: Excerpts from printed material provided to AFA-CWA Convention attendees are included here. All materials obtained from the meeting were copied and distributed to the APFA Board of Directors and the APFA Executive Committee. They are available online at www.apfa.org.

Organizing Report, Pg. 1 – “US Airways/American Airlines Flight Attendants” – Ex. 1.A.

“Member Mobilization/Stage 2 Organizing – There have been an astounding number of Flight Attendants from the “New American Airlines” wanting to return to AFA-CWA or become a part of AFA-CWA. As a member driven union who specializes in Flight Attendant issues, we are helping these Flight Attendants navigate the predicament they are currently dealing with. With the number of calls and the level of urgency expressed by these Flight Attendants, this work has been the top organizing priority in my first months of employment with several in-person meetings, conference calls and daily follow-up discussions with leaders. There is a core group of leaders actively calling for and working towards a merger of AFA and APFA. Our first step is to solidify our base of supporters/Members at US Airways. There has been noticeable progress reported with this grassroots campaign. Concurrently we are working with American Airlines Flight Attendants to build a mobilization structure of support for a merger of AFA and APFA.”

International President's Report/BOD Meeting booklet, Pg. 21 – "US Airways Lifetime Members" – Ex. 2.A.

"...Our union's 30-year position remains consistent: AFA-CWA and APFA should merge to unite Flight Attendants and build our power. We will continue to work with AFA-CWA Lifetime members to bring us together."

AFA-CWA International President's Report at BOD Meeting (Direct Quote)

"AFA promised US Airways Flight Attendants that we would continue efforts to a merger of the unions. And that's what we're doing. To date we have worked together on contract bargaining and it's time to move to a real discussion about how flight attendants can have power for our future..."

Throughout the course of these two days, each of the three APFA representatives met AFA-CWA Master Executive Council (MEC), Local Executive Council (LEC), Council Reps and other AFA-CWA Members during breaks and free sessions. Individual accounts are below. All introductions and discussions were welcoming in nature and AFA-CWA representatives were kind and respectful. We were either introduced by an AFA-CWA rep or we introduced ourselves and stated we were APFA representatives along with our current or former titles. We stated we were present to answer any questions they had about APFA's intentions to merge with AFA-CWA. Each introduction included an inquiry about APFA's official involvement in discussions with AFA-CWA regarding a union merger. The AFA-CWA Reps were grateful to learn an accurate accounting from us that there are no current merger talks of any kind between AFA-CWA and APFA. Many of the AFA-CWA reps we met seemed to think that the info that had been provided by AFA-CWA was more of a specious nature rather than a realistic one.

We explained that APFA is well into our contract implementation, which is taking considerable energy and time. We have also just completed base elections. There is no plan to change our course as an independent union. Further note was made that even if APFA was to ever consider a move to Affiliate or Merge, the APFA Constitution clearly states that APFA would retain its autonomy. For the purposes of the APFA BOD, that language is reprinted here:

ARTICLE XII Affiliations, Mergers, Federations or Charters, Section 3.

Any agreement to affiliate, merge, federate, issue a charter, or to represent another employee group shall protect and preserve the APFA's right to autonomy in all of its actions; and shall protect and preserve the collective bargaining relationship between American Airlines and the Flight Attendant employees of American Airlines represented by the APFA.

At no time did the three of us receive any negative comments from those we met regarding APFA not being involved in merger discussions. The AFA-CWA Reps seemed glad to have accurate information regarding this matter. Some AFA-CWA Reps inquired whether there was interest from APFA to expand its membership since these reps expressed displeasure with AFA-CWA and the desire to exit AFA-CWA. Comments related to this included the unsuccessful attempts for a direct membership election of National Officers for at least the last 4 years, weighted voting, among others.

We were also able to observe how the AFA-CWA conducts its BOD meetings, learn of some internal AFA-CWA challenges to its operating budget, other airline organizing activity, etc.

Most importantly, we learned the details of AFA-CWA's dismal financial state. There can be no doubt that AFA-CWA's desire to raid our union and its budget deficit are inextricably linked. AFA-CWA is facing

a \$2 million shortfall and there is no viable plan to keep the union solvent. Under the AFA-CWA dues structure, APFA membership would be worth over \$14 million annually.

INDIVIDUAL REPORTS

Leslie Mayo, National Communications Chair, Former Division Rep, Former Vice Chair – Individual Report

I spoke with Laura on Sunday, April 26th following a conversation she'd had with Marcus Valentino. Marcus had informed her that "AFA/APFA Merger" had been an agenda item at the last few AFA-CWA meetings. He had also invited Laura to attend the AFA-CWA Board Meeting that week so other AFA-CWA reps could hear APFA's intentions directly. Laura's prior commitment to the prefunding arbitration of course made her unable to attend. Although I was planning on, and looking forward to, live Tweeting the arbitration, it was important to have someone at the AFA convention who could speak about our union, our constitution, and our Board. It was also important to send someone who knew the history of APFA and could relay the inner workings of our union and how it became what it is today.

TJ Bowlin (ORD FA, New Hire FACT Rep and experienced social media expert) agreed to go to Washington on my behalf. Julie Moyer and Tim Burns (who is also a former APFA Board member and a member of the original APFA Constitution Committee) agreed to join me in Las Vegas. Everything was set within 10 hours.

We met Marcus at 6:00 pm after his day of closed meetings. We got acquainted and discussed the convention agenda for the following day. He told us he was very happy to have us there and explained what to expect at the meeting and a little more about what had previously been said about AFA and APFA merging.

Tuesday the 28th was Day One of the AFA-CWA Board's open session meeting. We arrived prior to the 9:00 a.m. start time and Marcus met us in the lobby. He introduced us to Sean McNulty - LEC VP of Council 62 (CAL) and Denny Wheeling, President, Council 64 (CAL). Once inside, we were introduced to a table full of Continental FAs and reps. All were extremely welcoming and kind. Some of them gave up their seats around the table for us so we could sit together. That is where we spent the majority of our time both days.

The meeting began with AFA-CWA International President Sara Nelson welcoming the delegates and other attendees. I looked around the room and took notice of how different it was to APFA's Board Meeting set up. The International Officers and the parliamentarian sat alone on a riser with a podium in the middle and a table in the front of the ballroom. When the officers spoke, each of them would stand and address the room from the podium. The first several rows were classroom-style seating maybe 30 seats across. I'm not sure exactly who sat at these seats but I do know it included the MEC and LEC Presidents. Behind the rows of classroom tables and placed throughout the room were maybe 20 round tables seating 8 per table. Most of the tables had markers reflecting each of the 18 airlines represented by AFA-CWA. We were shown to the back left corner of the room where the Continental Airlines table was. The CAL table happened to be directly in front of the documents' display. Dozens of people came to the back of the room to pick up the different officer and committee reports that were made available. Julie, Tim and I browsed through the material as well and found some information we knew the APFA BOD would be interested in reading.

During breaks and throughout the day, people came to the back of the room to meet and talk with the three of us. We met reps from Continental, United, Spirit, Alaska, Air Wisconsin, Horizon, Hawaiian and several others I can't recall. All of these people were incredibly nice and friendly.

I would say at least half the people I spoke with seemed surprised that we weren't in discussions to merge with AFA-CWA considering the subject had been referenced so often by International at previous meetings. I assured them that no discussions had taken place by our Officers, Board or our Executive Committee to merge with AFA-CWA nor were any discussions scheduled. We explained the process to form a merger according to our Constitution, and that one of the requirements is for APFA to remain autonomous. Others we spoke with were quite confident that we weren't considering merging. A few mentioned our treasury - they knew that we had managed members' dues wisely and they felt that was the reason we were being targeted by AFA-CWA International.

Some of those with whom we met asked if APFA would be willing to represent them. I told them we had our hands full right now with JCBA implementation, combining our workforce and IT problems that kept all of us very busy.

It was noticeable how greatly our meeting structure differs from AFA-CWA's. Also of note is that, despite the political tension between reps and officers, or among the reps, there was an incredible amount of order and respect for everyone. No one interrupted, no one raised their voice, and the meeting ran almost entirely on time according to the agenda. All of the committee and officer reports were available for convention attendees, and the resolutions were drafted well in advance of the meeting. Instead of a back and forth discussion about each resolution, committees were designated to discuss each resolution in a separate room, and afterward the committee would return with a recommendation. When an agenda item came up, the committee members stood in front of the room with one member presenting the committee's position. The entire committee was available to answer questions from the Board, if necessary. The Board could either take or leave the advice of the committee. When a vote was taken, unless it was unanimous, someone always requested a breakdown due to the fact that AFA-CWA's Board has a weighted vote. The International Treasurer would then call roll and each Board member would announce their Council and the number of "yes" and "no" votes. Sometimes a President's would announce a unanimous vote, other times the Base President reported very specific numbers of yes and no votes, which led me to believe that perhaps these items were voted on in advance either at council meetings or even by their entire local membership. I do not know for certain.

At one point, Joe Burns approached our table and asked why we were there and also when we planned to leave. We had a discussion about protocol and the fact that we hadn't been invited. I assured him that we had been invited - by the CAL MEC President. Following a back and forth, he eventually brought Julie and me name tags and a sheet to sign. Apparently, he didn't realize Tim was also with us.

One of the most telling moments for me was hearing Sara Nelson, AFA-CWA International President speak about APFA. She stated she promised the LUS Flight Attendants that she would make every effort to merge our two unions. After reading the AFA-CWA Convention Booklet entitled the "President's Report" and reading about the amount of credit Sara Nelson took for our JCBA and the entire bargaining process that led to our Contract, I was very surprised to read her rendition of the facts. I felt this was a huge misrepresentation of the facts. Her statement at the end of the last paragraph beneath "US Airways Lifetime Members" on page 21 cannot go unnoticed: **"Our union's 30-year position remains consistent: AFA and APFA should merge to unite Flight Attendants and build our power. We will continue to work with AFA Lifetime members to bring us together."**

Organizing Report, Pg. 1 – “US Airways/American Airlines Flight Attendants” – Ex. 1.A and Ex. 1.B.

What struck me about the paragraph referencing US Airways/AA Flight Attendants was that they refer to their organizing efforts as in “Stage 2 Organizing.”

Further down on page 1 of the same report, Spirit Airlines, who is currently represented by AFA-CWA is reviewed. This paragraph is significant because it references the fear of losing the Spirit Flight Attendants following two failed T/As and the need to “dampen any action to decertify our Union.”(*emphasis added*).

No other union may submit cards in an effort to replace APFA prior to two years following certification. That two-year clock began on September 2, 2014. Since cards have a one-year “life,” AFA-CWA can begin raiding APFA as early as September 3, 2015, for submission to the DOL on September 3, 2016.

Merger Policy Committee Report, Pg. 3 – Appointment of the Merger Policy Committee” – Ex. 3.A.

Another item of note was contained on Pg. 3 of the Merger Policy Committee Report:

*“The BOD directed that the Executive Board appoint the members of this committee, **ensuring that a cross section of our airlines is represented on this committee.** [emphasis added]*

On its conference call of 19 June 2014, the Executive Board agreed unanimously on the following members, and that the International Secretary-Treasurer will be the International Officer that facilitates for the MPC:

From Airlines with < 500 Members

Jose Torres, CMI MEC Secretary-Treasurer

Anita Jwanouskos, PED MEC President

From Airlines with 501-300 Members

***Deborah Volpe, USA (formerly AMW MECP)** (emphasis added)*

Tim Evenson, EDV LEC 48 President

From Airlines with > 3,000 Members

Laura Masserant, ALA LEC 19 President

Denny Wheeling, CAL LEC 64 President

Greg Davidowitch, UAL Member

Nancy Frawley, UAL Retiree (Advisor)

The committee met via conference call on 12 occasions from September 2014 through March 2015, and minutes of all calls are available.”

Resolution 18 regarding the Merger Policy Committee passed as amended.

That night we attended a cocktail party sponsored by AFA-CWA’s supplemental insurance company *National Group Protection*. We talked with several people there as well and after about an hour, I left to return to our hotel. Tim and Julie stayed behind.

The next morning we arrived just before 9:00 a.m. Larry Cohen, CWA President spoke first. We continued day two by meeting more representatives and had similar and productive discussions with other AFA-CWA reps. At approximately 11:30, when the meeting broke for lunch and committee, we departed for the airport.

Some observations about the meeting:

- There has been a resolution put forth for the past several years providing for a direct election by the membership of all MEC and International Officers. This resolution was rejected as it has been each every year since it was put forward.
- Dues have just been raised to \$50/month per member.
- Agenda Item 18 regarding the Merger Committee was approved.

Julie Moyer – Former APFA Board Member, Former Division Representative - Individual Report

Marcus told us that we were invited because our union has been an agenda item under the AFA-CWA Organizing report for the past four meetings. Later, some AFA-CWA participants told us they considered it odd that they were told this was a joint effort, yet APFA was never present nor were any details shared about which APFA reps were involved.

We met Marcus before the meeting started and were introduced to CAL Council 62 LEC VP, Sean McNulty. We proceeded to the meeting room and were introduced to other council reps and flight attendants and settled into the Continental Guest table. We entered through the main doors, and we did not pass a sign-in table, nor did I see one.

The agenda started with the President's remarks. After about 45 minutes Sara Nelson started to speak about the APFA/AFA-CWA merger. Since this was a report out, there were no questions posed to any of her items, but many of the things she said prompted a lot of questions for me. For instance:

1. **“There have been an astounding number of FAs from the New American” that want to return to AFA-CWA or become a part of AFA-CWA.** How are these people contacting AFA? Who are they contacting? What is considered “an astounding number?”
2. **“This work has been the top organizing priority in my first months of employment with several in-person meetings, conference calls, and daily follow-up discussions with leaders.”** Since Sara Nelson took office in June 2014, when did this effort start? June 2014 was when we were in the throes of bargaining for our JCBA. Ballots were counted on November 9, 2014. Who were these meetings and conference calls with? Did this priority item start at the APFA/AFA-CWA Joint leadership summit in June?
3. **“There is a core group of leaders actively calling for and working toward a merger of AFA-CWA and APFA.”** Again, who are these leaders?
4. **“There has been noticeable progress reported with this grassroots campaign. Concurrently, we are working with AA FAs to build a mobilization structure of support for a merger of AFA-CWA and APFA.”** How is this grass roots movement being disseminated and who does it involve?

Next on the agenda was the Vice President's report, which was given by Debora Sutor, the text of which can be found in the booklet marked “International Vice President.” What struck me about these presentations was the recurring theme: organizing and mobilizing. It is a huge part of their business, and is supported by phrases like, “We have the opportunity to grow our union and to bring us one step closer to our mission statement of uniting all professional Flight Attendants.” Listening to Debora talk really brought home how dependent AFA-CWA is on continuing to acquire new dues paying members.

During the breaks, we talked to AFA-CWA representatives about the APFA/AFA-CWA merger agenda item. I said “As a member who sat on the BOD for the last four years, I can assure you that there have

been no merger talks with the leadership of the APFA. If there have been talks, it is without the knowledge and approval of the APFA leadership. If it is without the APFA knowing, it cannot be called a "merger." I would have to characterize it as the preparations of a raid."

Some people understood the implications right away, and were incensed. "That s not what Unionism is about." "Unions work together; we don't steal each other's members."

A few others weren't sure what to make of the mischaracterization of non-existent merger talks between APFA and AFA-CWA. I made clear to them that what has been portrayed is not true and that we were here to set the record straight. I explained to them that "Further down the road, it is likely that you will be asked for your approval for money to go to this effort, and you should know that it if is not a merger, it is a raid. We are her to make sure you know that what you are authorizing when funds are allocated for this purpose. If only one side is working toward this goal, it is not a merger, it is a takeover."

Many thought we were there to support the "merger." We said clearly that we were not interested in a merger. Not only that, but our Constitution does not allow for a merger under these circumstances.

Some of the committees had finished their work and were ready to take their agenda items forward, so the next order of business was a resolution regarding the budget. In their structure, if you have a surplus in your budget at the end of the year, 50% goes to the International with 80% of that money going on to CWA. The other 50% comes back to you the following year. Some felt that all of the money should come back to the members to be used for local representation.

After the meeting ended, we attended a reception. We were invited to that as well and we continued our discussions about the "merger." I learned a lot about the AFA-CWA structure and the divides felt between the many factions. It was a fascinating learning experience.

When that ended, some of the individuals I was speaking with from the United AFA-HOU council invited me to join them at Sara Nelson's suite, since there was an open invitation to continue the festivities there.

As we were leaving the reception we passed Joe Burns on our way out the door.

We started talking and shortly into the conversation, he said to me, "You know there are a lot of BOD members telling us that there are a good number of APFA members who don't want to be APFA anymore and it's not just the LUS BOD members, either."

I said, "Who are they?"

He didn't mention anyone by name. He reminded me that my members voted me out of office.

I said, "Yes they did." At this point the people I was with said, we're going now... "I said to Joe, "Our members might be angry, but they don't want AFA." And we left.

The next morning the convention started with Larry Cohen, CWA President. He talked about his hopes that CAL and UAL were working closely to get a contract because no company can sustain the costs of running two separate operations for long, and having a healthy, profitable company is in everyone's best interest.

When that concluded, the committees once again broke off the work on their resolution recommendations, and the three of us left for the airport.

In their 43rd Annual AA CWA BOD Meeting booklet, their agenda is clearly pointed out: on page 21, under the heading of **US Airways Lifetime Members** it talks about our JCBA. In the half-page description, not one bit of credit was given to APFA for any of the positive changes we achieved. All of the credit, 6 or 7 specific actions referenced, were attributed to AFA-CWA alone. It is summed up by the last 2 sentences:

Our Union's 30-year position remains consistent: AFA-CWA and APFA should merge to unite Flight Attendants and build our power. We will continue to work with AFA-CWA Lifetime members to bring us together.

We had the opportunity to talk to many of our Union counterparts from many different airlines: United, Continental, Envoy, Alaska, Spirit, Hawaiian, Frontier, Mesa, and PSA among them, and share with them what is not happening between our unions. One thing I know for sure after witnessing it first hand, and having the opportunity to talk to AFA members: Financially, AFA-CWA is unsustainable, and when you try to represent everyone's interests, no one walks away feeling their interests are met.

Tim Burns – Former Base President, Member of Original APFA Constitution Committee – Individual Report

As an APFA Constitution Committee Member and former BOD Member, I attended the AFA-CWA BOD meeting to provide APFA Constitution-related info, and speak from a historical perspective. The three of us attending had a unity of purpose and message. We were able to speak candidly, and each AFA-CWA Rep I spoke with was friendly and helpful in answering questions I had regarding procedures of meetings and AFA-CWA structure.

I met several AFA-CWA Reps from various airlines including United, Continental, Hawaiian and Alaska, as well as several smaller regional carriers. Most of the conversations were short in length with the reps wanting to know if merger talks were active or not. There did not appear to be any strong desire from these reps to focus on forcing a merger (or raid) since there is plenty of business to attend to regarding representation at their respective airlines. A United LEC President with extensive union experience and seniority did engage me in longer conversations and expressed desire for another choice of representation. While unrest from segments can be found in any organization, I was aware there appears to be significant unrest at AFA-CWA.

It was a pleasure to meet so many fellow union activists interested in furthering the cause and representation of Flight Attendants. I also found this opportunity to be a fascinating experience to witness the structure, protocol and workings of the AFA-CWA BOD Meeting. During the discussions inside committee when APFA was restructuring the APFA, we had studied AFA so this was a great firsthand experience to see the structure in action. My opinion, after seeing a day and a half the AFA-CWA BOD Meeting, is that the APFA manages itself in a far more streamlined way but that is also due in part to a single carrier as compared to AFA-CWA, which represents 16 carriers.

CONCLUSION

It is clear that AFA-CWA is planning a raid of our membership. The written material from AFA-CWA International President Sara Nelson makes clear that organizing APFA: “is the top priority in my first months of employment with several in-person meetings, conference calls and daily follow-up discussions with leaders.” Sara does not say who those “leaders” are.

The AFA-CWA International President further states, “There is a core group of leaders actively calling for and working towards a merger of AFA-CWA and APFA. Our first step is to solidify our base of supporters/Members at US Airways.”

While official AFA-CWA communications state they are planning to merge with APFA, the actions AFA-CWA leadership are taking constitute a raid. The threat of a raid to APFA is imminent. It is clear that Joe Burns has a role in this raid. The future of AFA-CWA depends on increasing its treasury. Having failed to organize Delta, AFA-CWA has set its sights on the APFA membership as its last chance to balance its budget.

The driving force behind the planned raid is the financial situation at AFA-CWA. They are struggling to address a more than \$2 million budget deficit. For the last two years, AFA-CWA has been borrowing from their Reserve Fund to balance the budget. AFA-CWA **needs** the APFA membership in order to prosper. Without an infusion of a large number of new members, the financial pressure will increase at AFA-CWA and greatly impact how it can continue to represent and manage its business.

The APFA Constitution has clear language regarding sanctions for those within APFA that work toward the displacement of APFA.

Since 1977, APFA has been an independent union and a strong voice for the Flight Attendants at American Airlines. The union’s dedicated leadership has been responsible stewards of members’ dues dollars, effective contract negotiators and successful advocates for the Flight Attendant profession. The APFA BOD must consider what action to take to defend the Union from an AFA-CWA raid.

Respectfully submitted by:

Tim Burns, Leslie Mayo, Julie Moyer
May 5, 2015

APPENDICES

APFA Constitution

Article VII - Section 1. Grounds for Charges:

Any member is subject to fine, suspension or expulsion, or suspension from or removal from office, for any of the following acts:

B. Advocating, or working toward, the displacement of the APFA as bargaining representative (providing that advocating, or working toward an affiliation, merger or federation of the APFA pursuant to Article XII of this Constitution shall not be grounds for discipline);

And further

Article VII - Section 4. Suspension from Office:

If charges are filed against a national officer or elected representative based on Section 1, B, Section 1, C, or Section 1, E of this Article VII, the Board of Directors may determine at any time during the pendency of the charges that the alleged conduct giving rise to the charges threatens the APFA's vital interests. The Voting Board of Directors may then, by two-thirds (2/3) vote, suspend the accused's authority as national officer or elected representative until the threat is removed or the Article VII Arbitrator designated herein resolves the charges, whichever occurs sooner.

Other AFA-CWA BOD Meeting Observations

AFA-CWA Collective Bargaining, Representation, and Other Airline Organizing Activity

On page 14 of the **International President's Report**, AFA-CWA President states the following:

- **American Airlines:** *Reached a merged agreement in coordinated bargaining with the APFA. We took the lead in negotiations of this industry leading agreement which largely mirrors the Legacy US Airways Agreement; effective date 12/13/14.*

And on page 21 under **US Airways Lifetime Members:**

"The joint agreement at American was voted down by 16 votes, but the agreement reached through our expedited bargaining was restored by Doug Parker following the 4 days of arbitration. Through joint collective bargaining with APFA, we were able to push management well above their planned increase to Flight Attendant costs. AFA-CWA staff attorney Joe Burns played the critical role in achieving the Tentative Agreement. The entire Negotiating Committee comprised of seven pre-merger American and seven pre-merger US Airways Flight Attendants worked as a cohesive team throughout the negotiations. Thanks to AFA's push for including the US Airways contract and re-negotiating the Negotiations Process.

The entire process would not have been possible without AFA's insistence that the US Airways contract be included to leverage both a new negotiations protocol (previously 60 days only followed by binding arbitration, with no required dates at the table and no opening proposal provisions since the US Airways contract was not included) and a higher standard for all post-merger American Flight Attendants. We will were (sic) to achieve hundreds of millions of dollars more for all Flight Attendants at American and set a standard that will not undercut bargaining at United.

On September 2, 2014 the National Mediation Board certified APFA as the representative of all Flight Attendants at the New American. Dues were collected at the APFA rate and 100% of the dues collected was remitted to AFA-CWA

to cover the costs of contract enforcement of the pre-merger US Airways contract through March 31, 2015. Former AFA-CWA Council Presidents are now APFA Base Presidents and serve on the APFA Board of Directors.

We applaud these leaders who are managing incredible change in a merger as well as change in their representation. Throughout all of it they also conducted a massive mobilization campaign to get every US Airways Flight Attendant signed up for dues check off and APFA membership. In just two months they were successful in signing up 90% of the Flight Attendants. Our union's 30-year position remains consistent: AFA-CWA and APFA should merge to unite Flight Attendants and build our power. We will continue to work with AFA-CWA Lifetime members to bring us together."

The **President's Organizing Report** also mentions difficulties at Spirit Airlines.

"Spirit Airlines: Member Mobilization-Following two failed TAs talk of a decertification campaign began to surface at Spirit. AFA-CWA leadership from Spirit Airlines recognized the need to internally organize members so as to dampen any action to decertify our Union. To this end, they've dedicated themselves to building a Member mobilization structure that will build the power necessary to negotiate a TA that the Members ratify. AFA-CWA Leaders from Spirit and AFA-CWA staff have worked together at Negotiations Training in January, Mobilization Training February and two Mobilization conference calls so far in March. There is a Local Mobilization Chair at each of the six bases. Half of those base chairs have second tier mobilizers working with them. They took their first action with a bag tag campaign launch on March 15th. The success of every action can be measure by the reaction from your action target. This action has initially been so successful that Spirit management reached out to AFA-CWA and requested a stop to the action. Of course we will not stop our action...but apparently this is the first time Spirit management has reacted to an AFA-CWA mobilization effort. This means we are doing something right. In preparation for the action, Local Chars had Mobilization parties, airport visibility and other face-to-face meeting with their Flying Partners on crew vans and layovers. All AFA-CWA staff ISRs and I are working together with all levels of Spirit's AFA-CWA leadership to ensure the success in this third negotiation process."

Of Note: And while is it understandable the difficulties associated with losing members (US Airways), no mention is made in any report of the Flight Attendant union members from AirTran (formerly AFA) that merged with Southwest Airlines and any attempt to merge or affiliate with that union.

The status of negotiations at United is as follows:

United: *"Engaged in negotiations for the JCBA with Continental and Continental Micronesia, with a target date of July 23, 2015 to achieve a tentative agreement. Supporting United negotiations is critical for the future of our careers. Even though United, Continental and Continental Micronesia Flight Attendants all achieved new contracts with pay increases and other improvements in 2012, the merged contract negotiations which started in December 2012 still need to be concluded. United management is failing to run the operation and the management is stalling negotiations to try to get Flight Attendants to accept less. We can't let the bad management decisions succeed in attacking our careers as Flight Attendants. Stand with United Flight Attendants for the best possible merged contract!"*

According to the **President's Report**, Tentative Agreements Reached and Ratified were at 3 Airlines (Alaska, American, and Piedmont). Ongoing negotiations at 11 airlines (Endeavor, Envoy, Frontier, Hawaiian, Horizon, Mesa, Omni, Miami, Silver, Spirit, and United).

AFA-CWA Pin: There appears to be some discord as to the allowable AFA-CWA pin that members may wear. Two pages of the President's Report are dedicated to the history of and wearing of the AFA-CWA Pin. At question is whether it is allowable for AFA-CWA members on the Continental side to wear a modified version of the AFA-CWA Pin which is in wide circulation.

AFA-CWA Merger Policy Report: This report is a 29-page review of the AFA-CWA Constitution and Bylaws with an Executive Summary of the Merger Policy Committee Recommendations (as pertaining to seniority integration and other areas).

Of note is that former US Airways/AFA-CWA member Deborah Volpe, USA (formerly AMW MECF) was or is still on this AFA-CWA Committee. Of further note is that on page 7 of said report, a reference is made to the process used for the AA/US Airways seniority integration: *“An example is the methodology used to integrate the seniority lists at US Airways and American Airlines. Due to prior mergers, specific training dates for all individuals was not available at American, so an average was calculated and applied to the entire AA group. This did not interfere with the established relative order, and was perceived by members as simple, equitable, and applied consistently.”*

AFA-CWA BOD Meeting Observations

Delegates were seated at tables in a linear layout and spread across the length of the room about 4 rows deep. This does not give the opportunity for delegates to see one another. The International Officers are seated on a dais in the front and center of the room along with a Parliamentarian (who was called upon a few times to rule on an order of business). At all times the Delegates were respectful when speaking and addressing the body. Large Video Screens were on either side of the room to project the resolution being discussed or to show a video presentation.

Resolutions for the BOD to act on are all provided well in advance of the BOD Meeting so that all parties have sufficient time to review the proposal. Resolutions are also grouped by category and then given to various committees by subject matter (Finance, By Laws, etc.) for committee recommendation prior to a vote of the BOD. The supplying of all resolutions well in advance of the meeting, and the committee recommendations seemed to be an efficient way to conduct business. The committee would come forward and give their recommendation in favor or opposition to the resolution and then debate began. To speak to an issue, the delegates would proceed to one of two microphones on either side of the dais.

Voting is not one base/one vote. Votes are counted as to the number of Flight Attendants/members at each base. At the start of the BOD Meeting each delegate stands and states the Council (Base) they represent and how many votes are in that Council. Some Councils disputed the numbers. For resolutions we observed, most votes were counted with either a Yay or Nay or show of hands. Numbers were not counted when using this method. Numbers are only counted when a roll call is requested.

The roll call vote we witnessed was for a resolution regarding local base budgets. We took it to mean that approximately \$9 of the \$48 monthly dues is allocated to the local bases. At the end of the year, if there is a local budget surplus, the Base keeps 50% of the surplus and the remaining 50% goes to AFA-CWA International (of which 80% of that goes to CWA). The maker of the resolution proposed that 100% of any budget surplus remain at the local base. It was argued that this money could then be allocated to assist smaller bases in representation and training pay loss, for example. The finance committee had recommended a NO vote since AFA-CWA International needs the 50% surplus to help balance the budget. Apparently, once the money is allocated to the local, there is not a way to reclaim any monies (other than the current 50%) back to International. Ultimately, the motion for the Local to keep 100% of the money not spent in the budget failed.