



*Association of Professional
Flight Attendants*

Representing the Flight Attendants of American Airlines

July 6, 2015

Mr. Doug Parker
Chief Executive Officer
American Airlines, Inc.
4333 Amon Carter Blvd., MD 5621
Fort Worth, TX 76155

Dear Mr. Parker,

The Board of Directors of the Association of Professional Flight Attendants is deeply concerned about the recently-announced plans to relocate and consolidate training facilities in DFW. The plan presents a logistical nightmare that will affect not only legacy-US Airways flight attendants but all 25,000 flight attendants system-wide. Needless to say, we are disappointed that we did not have an opportunity to voice these concerns before the announcement.

The current DFW training facilities are very constrained and offer significant challenges. The simulators are too few and outdated. Wait times for simulators are already unacceptably long. Adding another fifty percent demand will be impossible. The constraints also limit the availability of training, making convenient training opportunities virtually non-existent. This problem is compounded during irregular flight operations. The support desk personnel, already stretched thin, will now be completely overwhelmed. Flight attendants must also brace themselves for longer training days as more and more people utilize the same limited resources. Finally, the plan to consolidate training does not seem to account for American Airlines' growth and the hiring of more flight attendants. We must expect that these problems will only be exacerbated as time goes on.

The plan will also present huge problems for flight attendants trying to get to DFW and stay nearby while training. For those whose local training facilities are moving, the travel time is increasing significantly. In many cases, there are simply not adequate flights to DFW to accommodate flight attendants' training schedules. We are further concerned about the lack of availability at local hotels and what affect that will have on all flight attendants. We anticipate the most proximate hotels to be booked solid, forcing flight attendants to stay farther away from Centerport, further increasing travel time and the length of the training day. Finally, we are very concerned that DFW commuters will not have hotel accommodations and, given the increased length of the training day, be forced to stay overnight at their own expense.

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According to Stephen Howell, consolidating the training facilities will save the company money. We are skeptical of that claim given the tremendous expenses related to travel, lodging, and lost revenue. However, even assuming a marginal cost savings, the plan simply demands too much of our workgroup putting productivity and morale in serious jeopardy. We ask that you re-examine the plan and explain exactly how you intend to mitigate or resolve the concerns outlined above. Thank you for your attention.

Sincerely,

The Association of Professional Flight Attendants Board of Directors