



winter 2000

volume three

issue ten

**SKY**word

the official publication of the association of professional flight attendants



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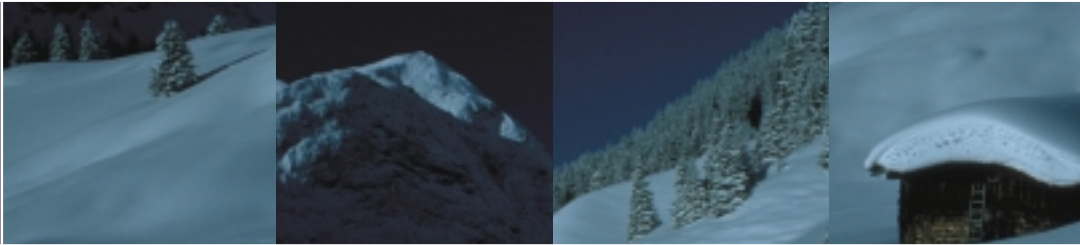
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Tape Updated Weekly

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## SKYword

winter 2000

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### *Skyword* Editorial Policy

Submissions to *Skyword* are due by the first day of each month for publication on the following month.

The APFA reserves the right to edit any submissions that are received for the purpose of publication in *Skyword*. Submissions will not be considered if they are too long, libelous, defamatory, not factual, in bad taste or are contractually incorrect.

Letters to the Editor may not be considered if the length of the submission exceeds 100 words. All letters must include your name, signature, address, base, employee number and telephone number. Use the Communicate Card in the tear-out section or submit your letter to APFA Communications Department.

*The APFA would like to dedicate this issue of **Skyword** to the memory of Flight Attendant Jose Chiu.*

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*Dear Fellow Union Members:*

Much has recently transpired in our ongoing contract negotiations with the Company, and I want to provide you with an update.

On December 4, the National Mediation Board (NMB), which is overseeing the negotiations, indefinitely recessed the talks, subject to the call of the mediator. A "recess" should not be confused with being "released" into a 30-day cooling-off period under the Railway Labor Act. When there is a lack of progress in negotiations, mediators may call a recess so as to allow the parties an opportunity to rethink, reevaluate and reassess their respective positions in the negotiations. Rather than utilize the recess for this purpose, the Company, immediately upon learning of this development, instead made APFA an "offer" to put in place the first two wage increases that were included in its last proposal. This was clearly an attempt to

destroy the resolve of our membership to obtain an acceptable complete agreement by offering a substandard, piecemeal bribe of a holiday gift to Flight Attendants, whose patience is clearly wearing thin. My obvious reasons for declining this "offer" are outlined in my December 6 letter to Senior Vice President of Human Resources Sue Oliver, which I have included alongside this article for your review.

The NMB reminded the parties of their obligation under the law to "maintain the status quo" during this recess period. This means neither party can legally engage in "self-help"; i.e., the Union may not strike or engage in any type of work "slow-down," etc., and the Company may not impose any changes to rates of pay and/or work rules.

On December 6, I sent a letter to the NMB indicating that, in our view, negotiations are at an impasse and, as a result, the

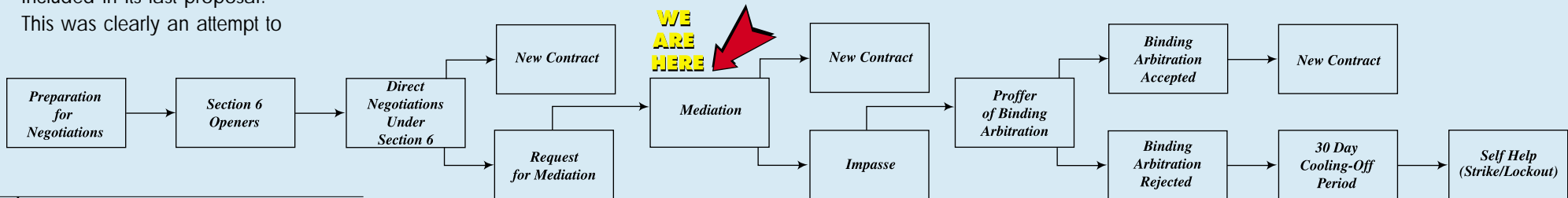
NMB should "release" us into a 30-day cooling-off period. The NMB is presently considering this request. We did not take this step lightly. We recognize that if we do enter a cooling-off period and if we do not reach an agreement by the expiration, we would be free to exercise self-help. In the case of the Union, that could mean a traditional, full-scale strike or some other sort of legal self-help action, and the Company might then be able to impose work rules and pay rate changes that it has proposed during these negotiations. The entire Union leadership and Negotiating Team discussed in detail how, in our view, we could best jumpstart these negotiations. We firmly believe that absent a stepped-up timetable with a specific deadline, the Company will continue to resist making the serious moves in negotiations that are needed to reach an agreement that provides the improvements in wages, retirement and work-

ing conditions that our members need and deserve.

Because of these latest developments, you may soon be asked to vote on whether or not to authorize a strike. Per the APFA Constitution, any such balloting of the membership must first be recommended by the Executive Committee or Negotiating Committee and then approved by the Board of Directors, both of which I expect to occur sometime in early January. I want to again emphasize that our goal is to reach an acceptable agreement and to do so promptly, without the need for a strike. It is essential, however, that we be fully prepared to do whatever is legal and necessary to succeed in this effort and to demonstrate to the Company that we are fully unified and committed.

Please continue to stay informed and educate yourself on the issues. The best method of keeping abreast of the latest

negotiations information will be the HotLine (1-800-395 APFA) or the web site (www.apfa.org). In addition, Phone Watch is now up and running. For those of you who may be unfamiliar with Phone Watch, it provides you with a "live" voice on the other end of the phone to answer your questions about negotiations. It is currently manned by volunteers Monday-Friday from 1000-1600 Central Time but will increase to 24 hours a day if the need arises. The toll-free number is 1-866-ASK-APFA. On behalf of the APFA Negotiating Committee, thank you for your continued trust and support.



## President's Report



**John Ward**  
*APFA President*

**December 6, 2000**

VIA FACSIMILE

**Sue Oliver**

*Senior Vice President  
Human Resources  
American Airlines, Inc.*  
P. O. Box 619616  
DFW Airport, TX  
75261-9616

*Dear Sue:*

I am responding to your letter of December 4, 2000.

We have made clear from the outset of negotiations that APFA is committed to reaching a negotiated agreement that satisfies the needs and entitlements of the American flight atten-

dants and have done everything possible to accomplish that objective. In response, the Company has consistently made it clear that all it intends to do is to reshuffle the tentative agreement that was overwhelmingly rejected by nearly three-quarters of our membership, to force "acceptance" of a substandard agreement and to "teach the flight attendants a lesson" by not materially improving upon the tentative agreement. We have told you in no uncertain terms that this is totally unacceptable.

We also cannot accept your current "offer" to implement at this time certain proposed increases, nor will we agree to give our legal blessing to this Company ploy. We are ready and willing to reach agreement on an entire contract that we can proudly submit to the membership for ratification. We have no interest in presenting substandard, piecemeal terms to the membership.

Your purpose in making this "offer" is readily transparent: it is clearly intended as a means of bribing our membership by

throwing money at them in an attempt to destroy their resolve and to foster disunity within the flight attendant ranks. This Company attempt to bypass APFA, the exclusive bargaining representative, and to deal directly with the membership on subjects of bargaining will not and cannot be successful. Our membership will not accept such Company conduct; they are more intelligent and far more united than you apparently give them credit for. Our membership is not for sale.

The Company's purported commitment to "doing business differently" once again rings hollow. Our membership fully understands by now that this is a tired, meaningless Company refrain. You refer to the desirability of resolving differences "through discussion, negotiation, and cooperation," and to avoid conflict because it is "unproductive and undesired," but your actions have once again demonstrated that the Company is long on rhetoric that it has no intention of honoring. If your current attempt to buy off the membership and

bargain behind the Union is what you mean by "doing business differently," I suggest it's time for the Company to return to the drawing board and find a way of doing business that recognizes that wages and working conditions are to be arrived at through negotiations at the bargaining table and not through attempts to prematurely implement substandard Company proposals.

Please do not try to justify your actions by the fact that the National Mediation Board has "indefinitely recessed" negotiations. As you know, that only means that there is currently a hiatus, subject to the parties being recalled to negotiations by the mediators, while the parties reassess their positions. As the NMB itself made clear, this is a period in which the parties are required to continue to adhere to the status quo, not to threaten piecemeal implementation of selected terms as you are now attempting.

Sooner or later – and we certainly hope it is sooner – the Company will recognize that it will have to reach a negotiated

agreement with APFA at the bargaining table that comports with the needs and desires of our membership. The Company cannot avoid that inevitable reality by attempting to bypass the Union or by buying off the membership.

Sincerely,

A handwritten signature in black ink, appearing to read "John Ward".

John Ward

## Vice President's Report



**Jeff Bott**  
*APFA Vice President*

# the Backbone of SBA

*This month, I'd like to introduce the people I work most closely with who help me operate the APFA-AA System Board of Adjustment – your Division Representatives.*

Each Division Representative plays a critical role in the success APFA has in resolving and adjudicating APFA members' grievances and discharge cases. Most of their work goes on behind the scenes, but they are an absolutely vital part of my department. Each one has unique strengths and styles that complement the others and balance the overall team. They are a formidable foe for American Airlines management, and I'm proud of the work they do.

Lori Bassani



### Western Division Representative

Lori's Flight Attendant career with American Airlines began in 1986. She is dual-language qualified and has worked in the Domestic and International operations. Currently based in SEA, she has also been based in DFW, ORD, IOR, LAX and SFO. Lori has served in various capacities within APFA including Local Strike Coordinator, Press Relations in 1993, Vice Chair and Chair of Seattle, Ad Hoc on the Executive Committee, APFA Liaison and Negotiations Public Relations. She is currently the Western Division Representative. Lori resides in Seattle, Washington.

Greg Hildreth

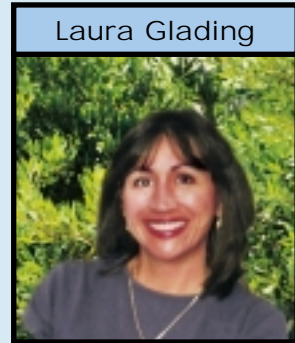


### South Central Division Representative

Greg has been a Flight Attendant with American Airlines for 16 years. He is currently based at IDF. Greg's previous bases include DFW, LAX and LGA. Greg's union work began in 1986 during negotiations when he became a Council Member. Other Union experience includes DFW Base Chair for six years. He has also served as a member of the Constitution Review Committee and has been a member of the Budget Committee since 1994. Greg lives in Dallas.

## North Eastern Division Representative

Laura grew up in New York and began her flying career with American Airlines in 1979. She attended St. John's University in New York. Laura is married and has a six-year-old son, a dog named Striker (born November 18, 1993) and a cat named Sasha. She began on the LGA council, became the LGA Base Chair in 1990 and has been a Division Rep since 1996. She is also a member of APFA's Negotiations Committee.



Lynda Richardson



## North Central Division Representative

Lynda, a 38-year Flight Attendant, brings a great deal of experience to the APFA team of Division Representatives. Lynda has been based at six different bases during her long career and has served as Chair, Central Division Representative and as an Ad Hoc of the APFA Executive Committee. Early in her career, Lynda worked on management's team but has been firmly committed to the Union cause for many years.

Lynda has been instrumental in securing satisfactory resolutions in several challenging cases.

## South Eastern Division Representative

Julie was hired in 1988 and spent two years based in Boston before transferring to Miami in 1990. She became Vice Chair of Miami Domestic in 1992 and served as Chair from 1993 to 1997. In 1997, she returned to the line and flew International for the next three years before being appointed Division Representative in May of 2000. Julie has been affectionately nicknamed "the pit bull" by her fellow Union advocates.





**Linda Lanning**  
APFA Secretary

## Campaigning within the Guidelines

The election process for all APFA base representatives began when the election notice appeared in the ninth issue of *Skyword*. All Willingness-to-Serve notifications are due on January 10, 2001, and on that date each candidate for office is sent a letter containing the election procedures and rules that govern campaigning. Although there will not be an election held at every base, the National Ballot Committee (NBC) would like to extend this information to all members since everyone plays a part in this process. Some members may choose to actively campaign for a particular candidate while others may only observe the campaigning at different airports throughout the system and/or receive campaign literature.

If there is an election at your base, ballots along with candidate information will be mailed to all base members on January 30, 2001. The candidate information is printed as it is

received from the candidate with no attempt to correct spelling, punctuation, grammar, intent or content. The NBC does not verify the truthfulness of any information supplied by the candidate as federal law strictly prohibits censorship of campaign literature.

Federal law provides that candidates must be treated equally regarding the opportunity to campaign and that all members may support the candidates of their choice without being subject to penalty, discipline or reprisal of any kind.

The law also establishes certain campaign rights for candidates in union officer elections including the right to have campaign literature distributed to the membership by the union at the candidate's expense. At APFA, we offer candidates two options. They may send their printed campaign literature to our designated mailing service to affix the address labels and then deliver it to the post office for a fee, or

they may choose to come in or send one or more supporters to APFA Headquarters to affix the labels in view of at least two members of the NBC. Upon completion, we accompany them to the post office for mailing. Candidates are not allowed to copy addresses or take the labels into their own possession at any time.

The use of union and employer funds to promote the candidacy of any person in a union officer election is strictly prohibited by federal law. This prohibition was adopted to prevent a current officer from being able to use the union treasury to help finance an election campaign. It was also intended to prohibit an employer from being able to influence the outcome of a union election. A union or employer may not contribute money or anything of value (such as the use of facilities, equipment or supplies) to promote the candidacy of any individual in a union officer election. The prohibition against

the use of union and employer funds applies to any union and any employer, not just the union conducting the election or an employer of the union's members. For example, it is improper for a candidate to have campaign literature duplicated free of charge on a copy machine at a small business owned by a relative of the candidate. The prohibition against the use of union and employer funds applies to direct expenditures from the union or employer as well as indirect expenditures including:

- Campaigning on time paid for by the union or employer  
*Campaigning by union officials that is "incidental" to union business is not a violation of federal law. Incidental is defined as occurring merely by chance or without intention. For example, if someone asks a candidate a campaign-related question while she/he is working on union business, she/he can answer the ques-*



tion but should not initiate the discussions nor engage in extended discussions even when initiated by others. Similarly, the law prohibits candidates from campaigning on company time, since such activities would involve an indirect expenditure of company funds.

- Use of union/employer owned or leased equipment such as telephones, fax machines and copy machines Campaign literature may not be prepared or copied using APFA or American Airlines facilities, equipment, supplies or personnel, and APFA phones may not be used for campaign calls, including APFA telephones that are expensed for home office use. APFA issued computers and corresponding e-mail addresses cannot be used for campaign purposes.

- Use of union/employer supplies such as stamps, paper and envelopes

- Use of union employees to prepare campaign literature while on union time
- Use of union/employer letterhead Campaign literature may not be reproduced on the APFA or American Airlines letterhead, even if the candidate pays for the paper, since it would give the appearance of being endorsed or issued by the APFA or American Airlines respectively. Likewise, campaign literature may not use the American Airlines or APFA logo.

- Use of union/employer property or facilities Candidates and their supporters are not permitted to distribute campaign literature through company mailboxes and literature may not be posted on the APFA bulletin board.

Any violation of these rules should be reported promptly to the NBC so corrective action


can be taken, if necessary. Campaign violations are not only serious but also create a negative light that reflects on all APFA members and can invalidate an election. Candidates and members with questions about the election procedures should contact the NBC at (800) 395-2732, extension 8311. The democratic rights of all members will be fully preserved if we work together to ensure this election and all future elections are conducted with the highest standard of fairness and integrity.

#### Operational Council Representative

Each Base Council consists of a Base Chair, Vice Chair and Operation Council Representatives (OCR). Each base is entitled to one OCR for every 100 members or fraction thereof who are stationed at the base. For example, if a base has 950 Flight Attendants, there are 10 OCR positions available. If 10 eligible members in good standing

submit Willingness-to-Serve notifications for the OCR position, all 10 members will be duly elected. However, if 11 members in good standing submit a WTS, there will be an election for the 10 available OCR positions. A Base Chair may appoint additional individuals to assist the Base Council to meet the needs of the membership; however, such individuals may not exercise a vote on matters brought before the Base Council.

Number OCR Positions Per Base		
Base	# F/As	# OCR
BOS	831	9
BOSI	363	4
DCA	768	8
DCA	195	1
DFW	3757	38
IDF	1682	17
JFK	1870	19
LAX	1997	20
LGA	1870	19
MIA	1602	17
IMA	1856	19
ORD	2513	26
IOR	1586	16
RDUI	92	1
SEA	136	2
SFO	1276	13
SFOI	219	3

We sincerely appreciate the hard work of the Flight Attendants who come in and help us. If you are interested in getting involved, please give us a call. Take good care and have a happy holiday. 

## Treasurer's Report



**Juan Johnson**  
*APFA Treasurer*

*"Hello, APFA Operator, this is Sandy!"*

From the first moment you call the APFA Headquarters, you are in contact with one of the APFA staff. Have you ever wondered exactly who these people are and what they do? Well, I would like to use this month's article to introduce you to our staff and tell you a little about their responsibilities. I will also cover what they do for you, the individual member, and what part they play in our "Contract Countdown" Campaign.

The APFA staff is composed of 14 dedicated women and men, many of whom have worked for the APFA for well over a decade. There are six Executive Secretaries and eight staff members, including representatives from Accounting, Membership, Dues, Reception, System Board of Adjustment and the General Clerk. Each staff member has a specific job description that either directly or indirectly affects each APFA member.

The Executive Secretaries work for and assist the President, Vice President, Secretary, Treasurer, and Coordinators. They also

provide their services to APFA Union Representatives who work at the base level and those who occasionally work on special projects in-house. Their responsibilities include such things as keeping up with the officers' schedules, prioritizing calls and e-mails, performing general clerical work and assisting the various APFA Representatives whenever necessary. These ladies are instrumental in finalizing plans for meeting rooms for everything from arbitrations to negotiations. They make sure everyone is where they need to be to participate in APFA events on a national scale.

Our Dues and Membership Representatives have the most contact with our members. The Dues Department is responsible for keeping APFA's dues records current, billing for dues owed, processing all payments and fielding general inquiries. We have added a staff member to this department since the early 1990s in order to keep up with our aggressive outstanding dues collection campaign. It is a very busy department. It is their dues collection efforts that provide the APFA with the additional funds to ensure that negotiations and all of our member services run smoothly.

The Membership Department is a multi-faceted one. Our

Membership Staff Representative is responsible for updating the APFA Membership Records and the administration of the APFA InfoRep Program. This is a job that literally never ends. On average, the APFA receives 50 requests per day for changes in personal information. The Membership Staff Representative must also process all new InfoReps and make sure they receive an InfoRep Packet and hotline access number. She is also responsible for the running of all membership mailing labels for national mailings, *Skyword* and ballots. This staff representative ensures that the InfoRep Program runs smoothly, which in turn helps the flow of information from the negotiating table. She also makes sure that our members continue to get their Union mail in a timely manner by researching bad addresses and continually updating personal information. Membership runs the mailing labels for the contract ratification ballots and works with the National Ballot Committee to ensure everyone eligible to vote receives a ballot.

Anyone who calls the APFA needing immediate assistance or who is unsure who they need to speak with will most likely speak with our Receptionist. It is the goal of our Receptionist to keep the calls moving in order to provide our membership with the

most efficient assistance possible. Keep in mind that the APFA staff member working the phones is not a Flight Attendant and may not be familiar with our lingo. If you need assistance, let the Receptionist know if it's dues, membership, contract, scheduling, health or safety related so you can be transferred quickly to the source that can best assist you. So, you may wonder just what part the Receptionist plays in the negotiations process. She helps set up conference calls and ensures that important calls are connected to the right department. She also helps to prepare membership mailers so that you can get information more efficiently.

The Office Coordinator, who assists all departments including the System Board of Adjustment (SBA), and the General Clerk play very important roles. When assisting in SBA, the Office Coordinator works directly with the Vice President's office. She assigns case numbers to disputes and does general clerical work. SBA is where we identify many problematic areas of our contract that are flagged for future negotiations. The General Clerk is primarily responsible for the copy/mail room. Every other week, she prepares the APFA Board of Directors' Packets, which must be mailed to each APFA Representative.

Those  
Behind the  
Scenes

She also works on mailings to the InfoReps, prepares the New Hire Packets for distribution at the Learning Center and does the in-house copying jobs that are not directly handled in a specific department. The General Clerk also assists in any area she is needed including the APFA switchboard.

The final staff members I would like to talk about are those who work directly with me. These are the Accounting Department Representatives. They are the individuals who maintain the APFA's finances. They are responsible for the APFA's Accounts Payable, preparing the checks to pay the APFA's expenses, the various APFA financial reports, finalizing APFA Representatives' expenses and other general accounting work. It is their work that keeps the APFA running smoothly financially.

As with most organizations, the APFA is marching right into the 21st century by obtaining and utilizing the most current technology. With such technology comes the need for computer experts. In addition to the 14 APFA staff members, the APFA employs a LAN Manager, Assistant LAN Manager and a Systems Manager. They keep all of our computer systems running smoothly so we can provide our membership with the services you

have come to expect. Keeping the APFA computers working and programmed with the latest technology plays a huge role in negotiations. It was a program written by our Systems Manager that allowed us to compile and analyze over 10,000 reserve surveys. In addition to these individuals, the APFA also has an in-house Graphic Designer who works in our Communications Department. He assists our Communications Coordinator with the graphic layout of **Skyword**, national mailers, bulletin board postings, bag tags and inserts and any other project that may need that special design. He helps keep the flow of information moving and does so in an aesthetically pleasing way!

One of the unique things about our staff is that they are a union within a union. That's right. The 14 APFA staff members are all members of the United Auto Workers (UAW) Local 129. Prior to 1989, the office staff were members of the United

Office Workers. In 1989, the National Labor Relations Board certified the UAW as the sole bargaining unit for the APFA staff after a successful representation



**Back Row l to r:** Susie Johnson, Tim Cropper, Skylar Turner, Colby Shotwell, Rosemary Cooper, Linda Plunk and Rick Smith **Front Row l to r:** LaDonna Casey, Donna Culver, Jodi Czabajzski, Eloise Parrish, Cynthia Bicknell, Erin Fairbank and Debbie Jones

election. Just like you and me, they pay dues, elect officers and negotiate a contract. In fact, the APFA and UAW recently negotiated our staff's fifth contract.

As you can see, each staff member has specific job responsibilities very similar to those we have as numbered Flight Attendants on the airplane. However, in many circumstances, they are cross-trained to fill in for each other during vacations, breaks and absences. For instance, if the Receptionist is not available for some reason, several staff members are trained to cover the switchboard to

ensure that every phone call is promptly answered and directed to the best resource. Our staff has three shifts so there will always be coverage in all departments and positions at headquarters.

The one thing all APFA members should understand is that the APFA staff are not APFA Flight Attendant Representatives. They are not trained in contractual, scheduling, safety or health matters. Thus, they cannot assist you in those areas. They can, however,

direct you to the person who can. They are trained to assist you with dues, membership and other general inquiries. So, if you have the opportunity or the need to call the APFA for assistance, please remember that our staff will do everything possible to help you in areas they can and will put you in touch with the proper APFA Flight Attendant Representative when they cannot.

I hope you now understand a little more about who the APFA staff really is and what part they play in the negotiations process. One thing I feel you all should know. During the events leading up to

and including our historic 1993 strike, many of the existing APFA staff worked tirelessly, sometimes throughout the night, to answer phones and work alongside our member volunteers to help make our strike the success it was. They are all very much like you and me, a group of people working hard to make a living while doing the best possible job. Each member of our staff plays a vital role in the day-to-day running of our Union. We are very fortunate to have each of them. What makes them unique and so great is that they understand what unionism is all about. They are part of the union family we all belong to.

As we enter this holiday season, we all should look back and be thankful for all we have, both personally and professionally. It has been an extraordinary year for the APFA as an entity and specifically for the membership. The events certainly prove the APFA is a dynamic organization with dedicated and determined members. I am proud to serve such a unique group of Union members.

On behalf of the APFA staff and myself, we wish each of you a safe, happy and healthy holiday season. It is our greatest hope that you all will enjoy a new year of prosperity with the help of a fair and equitable new contract!

# Mad as To Know It! and I want management

***Dear Mr. Carty,***

I've never written you a personal letter – much less copied in 23,000 of my colleagues. But I'm angry, and I'll certainly tell you why.

I'm angry on behalf of the Flight Attendants who voted YES and feel they will never recoup their lost wages due to what seems like never ending bargaining. I'm angry on behalf of the Flight Attendants who voted NO and feel that management is ignoring the obviously overwhelming (near 75 percent) dissatisfaction with the May 1999 tentative agreement. I'm angry that management once again is not taking us seriously by dragging out these contract talks ad nauseam when this Company of ours is posting record breaking profits.

I'm angry that after the

APFA membership overwhelmingly told management that the pay rate increases in the tentative agreement were woefully inadequate (15 percent over six years), all management was able to come forward with was 15.1 percent over five years, including nothing for the 1997-1999 period. That offer was made despite record Company profits and far larger increases in other contracts negotiated in the airline industry.

Our Company has never been healthier, profits are growing and senior management is reaping the benefits, even if no one else is. We've learned that upper management sold sizable stock holdings

from senior management stock option portfolios for record personal profits. Last month, AMR's net

income soared 51.2 percent during our Company's recent quarter earnings, a record breaking \$322 million for this third quarter of 2000. Where are the Flight Attendants in this picture? Personally, I have not had a raise since 1997.

I have worked for AA for more than 30 years, and I intend to be attached to this employer through retiree benefits for the rest of my life. I want this Company to be solvent and profitable, but I also want upper management to treat the Flight Attendant corps with respect beyond "words" by negotiating the industry-leading contract

with the APFA that the American Flight Attendants deserve.

Mr. Carty, you told the AA employees that the "style" of management that came into play in the '80s under the leadership of Robert Crandall would change under your watch, that your management style would be based on motivation not intimidation. So far, you seem to "talk the talk" but not to "walk the walk." If you want AA to have a top-rated working environment, those who represent you at the bargaining table need to be empowered to offer a first-rate, industry-leading contract. Instead, a management price tag is attached to even the most minor, non-economic issue, and the Company is unwilling to open management's coffers to provide us with the substantial

improvements in wages and retirement that we deserve and need. We, the AA Flight Attendants, intend to "raise the bar" for the entire industry this time around! Do you have any idea what an adverse impact this mean-spirited, bean counting style of management had on our last full round of bargaining? It resulted in the AA Flight Attendants ultimately withdrawing our services from this employer when we were unable to obtain a fair and reasonable contract. When our work group was backed against the wall by the former CEO, following the strict guidelines of the Railway Labor Act, we stood together and shut this Company down, and we remained united until a new contract was concluded.

We really don't want this time to be like last time. We

don't want to have to resort to a strike. This time we would like to see the two parties, now under the guidance of the National Mediation Board, come together and negotiate a fair, reasonable, industry-leading Flight Attendant contract. Frankly, we don't understand why this can't happen. We have the perfect opportunity NOW to accomplish this objective. The Company is making record profits; recent contracts in the industry have raised the wage bar; other contracts are being negotiated that undoubtedly will have similar results. American will not be "competitively disadvantaged" by providing what we are seeking, and in you, Mr Carty, we have a CEO who says he wants to create the best work environment in the industry. The opportunity truly exists to begin a long overdue era

of labor peace on our property.

Mr. Carty, I challenge you to "walk the walk" with your front line. Show them that you have real commitment to changing AA's past corporate climate by empowering your management team to create an agreement with the APFA Negotiating Team that will be enthusiastically endorsed and supported by the AA Flight Attendants. I trust the APFA Team to recognize a ratifiable agreement and not sign off until they have reached this goal. But they must be joined by a management team that is willing to reach this end as well.

What do you truly want -- to wait this time and push the Flight Attendant corps to the wall? Do you want to walk down that very adversarial course again, up to and including a Flight Attendant strike? I don't

think either side really wants that. The Flight Attendants will stay inside the law. We have no intention of putting our members at risk, but we will take every legally protected measure allowable under the RLA to reach our goal.

You and I are not at the bargaining table, but YOU have the authority to empower your team to agree to an industry-leading Flight Attendant contract and, with that one move, create a loyal and proud Flight Attendant corps!

Mr Carty, this could be the turning point in your role as leader of our Company. There are 23,000 plus Flight Attendants watching – but we are tired – very tired of waiting! We want a signal from upper management that you value our loyalty and you want a feeling of

respect to return to the front line. We are waiting, and while we wait, our resolve of purpose strengthens.

Sincerely,

Tommie Hutto-Blake  
LGA Flight Attendant  
APFA Special Advisory Committee

*Editor's note: Tommie began her Flight Attendant career in February 1970. She was the first elected Vice President of APFA in 1978, having been the Local President under TWU. Since leaving full-time elected office in 1980, flying the line and raising two daughters, she has taken on many "special assignments" for her Union. She recently included this letter to Mr. Carty with her work shoes.*

## “Holiday 2000 and NO New Contract!”

Your APFA Negotiating Team had high hopes that this holiday season would bring with it a new, improved contract -- with an

industry-leading raise and a retro check to boot for all of our 23,000 members! We had also hoped to have a new retirement package in place for those members looking forward to

starting their new life as full-fledged retirees after many years of dedicated active service to AA. Since the amendable date of the current APFA contract (November 1998), we've all continued to work extremely hard to make American Airlines the profitable corporation it is. The APFA membership is entitled to share in those profits that we have helped to create.

As we all know, in November, upper management tried to convince us that the offer they had placed on the table, “taken as a whole,” would place us at the “top of the industry.” At first glance, your team did see some improvements in this management proposal; however, for each and every improvement, this package took back a hard-fought for past gain! Your APFA Negotiating Team will not help create a concessionary contract at a time of record-making profits for management. It is time for management to share in these profits with the front line. We are unit-

ed in our efforts to produce a contract that the 23,000 Flight Attendants will all be proud to work under. We are determined that management will recognize these collective efforts of our work group through significant improvements in our working agreement -- not concessions!

As the celebrations and gatherings of this holiday season unfold, many of us will be separated from our friends and families as we work aboard an AA aircraft. When Don Carty sits down to one of his lavish holiday celebrations, we hope that he just might think of the many crews who are away from their homes during the holidays working in a collective effort toward the continued success of our Company, with the purpose of sharing in the rewards produced by this hard work. When a corporation is successful, all of the employees should benefit -- not just upper management. This is the simple goal of your Negotiating Team: to see to it that the improvements in our contract

correctly reflect the hard work we provide our employer each and every day we work aboard an AA aircraft.

Throughout this process called collective bargaining, the APFA Negotiating Team receives and reads hundreds of notes, letters and e-mails from the membership. Some letters affect us more than others; one such letter is reprinted here. We wish Flight Attendant Anderson (and all of you out there hoping for the successful end of this collective project) to hold on to your resolve and trust in your APFA representatives. Remember, we are at the table representing ONLY the interests of the APFA membership, while management is at the table representing the interests of management. We, the Flight Attendants, must remain solid in our purpose, for we do not intend to reach an agreement until it is a true reflection of our hard work for AA.

*I have always  
thought of Christmas  
as a good time; a kind,  
forgiving, generous,  
pleasant time; a time  
when men & women  
seem to open their  
hearts freely, & so I say,  
“God Bless Christmas!”  
Charles Dickens*

4 October 2000

Dear Negotiations Committee,

I just wanted to say please get us more money! I am a single mother of two trying to live in San Jose, California on a two-year Flight Attendant salary. I am forced to fly 100+ hours a month just to scrape by. I spend about eight nights at home just to make \$25,000 a year. Last year, I was denied a low-income apartment because I only made \$23,000; you have to make at least \$25,000 to qualify. New Hires are living four people to a one bedroom apartment, as we aren't paid well enough to have a decent lifestyle."

F/A Betty Anderson

Emp. 532291 (SFO)

"May the New Year  
ring with a  
New Corporate Culture"

*John Wood*

*James Bradley*

*Robin Madison*

*Peter Ad*

*Stathis*

*Colleen Brenner*

*Robyn*

*Alexis Fortini*

*Ally*

*Shelma L. Dodson*

# The Gift Of Information

By **George Price**

Central Division InfoRep  
Coordinator

The InfoRep Coordinators send out a special "hats off" of thanks to all of the InfoReps and Commuter City Leaders who made our Informational Picketing on November 18th a whopping success. Airport permits, picket signs, picket packets, faxes, phone calls and just plain hard work were the ingredients that it took to make this event happen, and our people are the power behind these important membership actions. If you would like to step forward to make your local commuter city happen in any future actions, please call the Membership Action line at (800) 395-2732, ext. 8743. Thanks to all!

The past year has been an exciting one not only for the world in general, but the APFA specifically. We have seen negotiations result in a tentative contract agreement that was ultimately rejected by our membership, a new Negotiating Team installed, a new group of National Officers overwhelmingly elected, negotiations

resumed and now negotiations are proceeding under the auspices of a Federal Mediator. In order to strengthen the Union's communications network, one additional and very important thing took place this year. The National Officers, with guidance from the APFA Board of Directors, decided to reinvigorate the APFA InfoRep Program.

The InfoRep Program has a long history at APFA. In 1991, the APFA created the InfoRep Program in preparation for what would become the most volatile negotiations in our Union's

history. Other unions had similar programs, which we examined closely and, in some cases, modeled our program after. It was decided that we needed a way to disseminate information quickly, and the galley grapevine was one of the best ways. We just needed a group of very vocal, dedicated and determined members to do this. It wasn't long until the program



was up and running. The first APFA InfoReps were a very big part of our success in 1993.

From our historic strike until early spring of this year, the InfoRep Program had dwindled. Not much had been done to maintain the program. The interest-based bargaining as practiced in the last round did not require membership actions. It simply was not the program of 1993, and the Board of Directors decided that it needed to be that and more for this round, since we were facing a more formidable challenge with a rejected tentative agreement, a disconcerted membership and a new round of contract talks.

The APFA Board passed a resolution in 1999 to totally revamp the InfoRep Program. It was decided that all APFA Base Chairs would decide who would become an InfoRep. They knew their base the best and knew who would be the best candidates. So, the recruiting began. By May of 2000, the APFA had just over 300 InfoReps.

In April, our new National Officers assumed office. They recognized the need for a strong information network, which included a more Union-oriented **Skyword** and a web site that was both user-friendly and informative.

They also wanted an InfoRep Program that would be strong, credible and effective in disseminating information to the line quickly. President Ward made the decision to appoint Patrick Hancock, Dana Davis, Trice Johnson and George Price to help make this happen.

In May, the InfoRep Coordinators met to listen to President Ward's goals for the program and his vision for the future of our Union. Within hours, they were told to write their first InfoRep Hotline. The Coordinators brought to this program and this particular effort very unique personalities, backgrounds and qualities. President Ward knew this was going to be the case, but he also knew that it would work – and to the advantage of the APFA. That first Hotline took hours, serious discussion and a test of the democratic process. The challenge of writing the InfoRep Hotline each week is one the IR Coordinators gladly take on with the hope that it will help keep our membership informed and interested in negotiations and other Union issues. With an informed and active membership, we stand a much better chance of achieving great results in negotiations. The four InfoRep Coordinators helped revise the InfoRep packet

and have added more educational pieces. InfoRep Base Captains have stepped forward at each base to volunteer to assist their Base Chair and the Coordinators in planning and organizing base membership actions. To say the least, it has been a very busy and successful few months.

From the 300 InfoReps in May, we have grown well into the thousands. We add literally hundreds of new names to the roster each week. Flight Attendants have seen the benefits of the program and want to become part of the process. Becoming an InfoRep is the quickest and most effective way. They simply contact their respective APFA Base Chair for enrollment, and within days, they receive their packet and their personal access number for the APFA InfoRep Hotline. After that, they begin to do their part by disseminating and gathering information for the APFA.


The APFA InfoRep plays a vital role in the negotiating process and in the information network in general. You see, the APFA membership has said that word of mouth from credible Flight Attendants and Union members is one of their best sources of information. Never is it more important than in negotiations

that we use this source to get accurate information out quickly. The APFA provides InfoReps with constant updates through weekly hotlines, mailers and revisions to InfoRep packets. We trust this information finds its way to the line in a timely manner. The proof is in the pudding! Our network is working, and it's working very well. This will be one of our greatest tools as we proceed through mediated contract talks and the membership education process of any tentative agreement.

One of the biggest jobs our InfoReps have taken on to date is to help organize and lead our first two membership actions. They answered the call to action on Labor Day and turned out en masse to help distribute our "We Share the Air" pamphlets. They spread the word and encouraged all APFA members to join us on the picket lines at all base cities and several commuter cities on November 18th. Their efforts paid off with one of the most successful membership actions since the strike

in 1993. As membership action intensifies, their leadership skills will be called upon to help make each event something we can all be proud of and one that American Airlines will certainly notice.

As we enter the holiday season, a season of giving and fellowship, the APFA InfoReps are set. Their gift bags are full and become more so each week. You see, they have the gift of information, and they are more than willing to give to each of you with whom they fly. Take time to listen and receive this gift. It may be one of the most precious and beneficial ones you receive this season.

From the InfoRep Coordinators and the thousands of dedicated InfoReps systemwide, we wish each of you a very happy holiday season! We wish you all prosperity in the form of a new contract for the new year, health, happiness and knowledge that comes from information. 

Call It!



1.800.399.APFA  
HOTLINE





# Introducing a few of your InfoRep Base Captains!

*These are a few of the many Flight Attendants who have volunteered their time to organize events at each of AA's bases system-wide. This month, we'd like to introduce you to Myrene Sanders, IDF InfoRep (IR) Base Captain, and Todd McLunkin, JFK IR Base Captain.*

Myrene Sanders, IDF



I graduated in AA Flight Attendant Class 74-2, and although I was a "small-town" girl from Texas, I was based in New York City for the first 18 months of my flying career. I turned 21 just two weeks after arriving in NYC. 21 seems so young now, but that experience changed my life! Although I was terribly homesick for Texas,

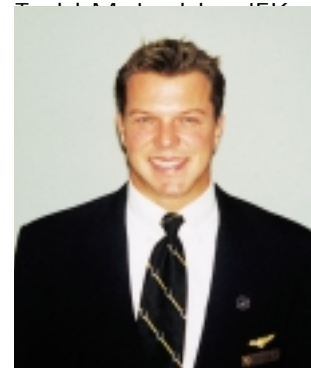
I grew to appreciate the unique experience of living in NYC (which included five of us sharing a two bedroom apartment), and it gave me the confidence that I could handle just about anything.

I was finally able to transfer to DFW in 1976 and IDF in 1982. I've found my niche, buddy bidding with my husband, Steve Sanders, and flying Hawaii. My two teenage stepchildren have grown up learning the importance of Union service, as well as the value of respecting one's employees. We feel these perspectives will serve them well in the future, whether they become employees or employers.

I've volunteered for several projects at APFA, but my biggest task was in 1993, when I was responsible for APFA's Phone Watch operation. During the crucial time surrounding our Strike, Phone Watch provided APFA members with the ability to speak with live F/A's who could answer questions and

concerns, as well as relay their comments to the APFA leadership. This was one of several vital communication links that helped make our Strike a success, and it was a very rewarding experience for those of us who chose to assist our fellow F/A's by participating in their way.

Currently, I am the IDF IR Base Captain, IDF Phone Tree Captain, and a Professional Standards Rep. I encourage each Flight Attendant to be an active APFA team player. Don't sit on the sidelines. Get in the game and take advantage of the opportunity to volunteer for APFA in some way. Your teammates need you, and you will find it enlightened and rewarding.



My name is Todd McLunkin and I'm an InfoRep Co-Captain at JFK. I'm originally from South Carolina where I attended

Clemson University, graduating in 1988 with a Bachelor of Science Degree in Management, concentrating in Marketing.

I began flying with American Airlines in 1990 and was briefly based at LaGuardia before transferring to JFK in 1991.

My Union work began in 1992 as Phone Tree volunteer and InfoRep prior to the Strike. Following the events of 1993, I volunteered on the JFK Council as a Scheduling Rep which is the position I hold today. I also volunteer at Headquarters answering phones on the Scheduling Desk and I invite all of you to join me by calling Jena Hopkins, the National Scheduling Coordinator, to set up training.

Outside of Union work, I'm involved with Aids Walk New York, where I register and organize the American Airlines' Team.

I plan to continue my local Union work and help keep the membership informed because with an informed membership, we can achieve the BEST possible contract!

[www.apfa.org](http://www.apfa.org) APFA Web Site  
1.800.944.2732 InfoRep Hotline  
1.800.395.2732 APFA Headquarters

**STAY INFORMED!**

## Click It!

# What Part Can I Play?

**By George Price**  
*Central Division InfoRep Coordinator*

You have just begun your new career as a Flight Attendant for American Airlines and become a member of the Association of Professional Flight Attendants (APFA). In many cases, you have had to uproot your life and move to a strange city, live with people you barely know, get used to a new lifestyle and actually fly trips. As if your life is not hectic enough, you have stepped right into your new career at the height of contract negotiations between the Company and the Union. So, the question is "what part do I play in all of this?"

As a new hire on probation, you have a great deal to learn, not only about your job, but your Union as well. You are by no means in a unique position. Many have come before you and joined the APFA while collective bargaining has been in progress. They have been able to balance the incredible amount of information and manipulate the learning curve. With the help of the APFA and our veteran members, so will you!

The APFA and American began negotiations in 1998 on a new

contract. A tentative agreement was reached in May of 1999. This agreement was overwhelmingly rejected by our membership in September 1999. Within a few months, a new Negotiating Team was installed and negotiations began again in January 2000. From then until July 2000, many issues were agreed upon. Most of these did not involve the "economic" aspects of the contract. This means, basically, that they did not deal directly with compensation. In August, American Airlines filed for mediation with the National Mediation Board. This was a request for the assistance of a federal mediator in the talks. Only one party in the dispute has to request mediation for a mediator to be assigned. Federal Mediator Linda Puchala joined the contract talks in Dallas. In order to promote more productive talks, she requested that they continue in Chicago away from the headquarters of both the Union and the Company. To date, that is where we are.

Since the parties are in mediation, Mediator Linda Puchala

decides when talks will take place, where talks will take place, how often the parties will meet and what issues will be discussed at each meeting. On December 4, 2000, Mediator Puchala recessed the talks indefinitely, citing as her reason the lack of substantive progress. Once talks do resume, it is the APFA's hope a contract can be negotiated. However, if at some point Mediator Puchala feels the parties have reached an impasse, she can recommend that they proceed to the next step under the Railway Labor Act bargaining process. If the National Mediation Board agrees, it will first offer binding arbitration to the parties. If both parties accept, they would arbitrate the outstanding issues. If either side rejects the arbitration offer, the parties are "released," which means they enter into a 30-day "cooling off" period during which time both sides must continue to refrain from engaging in "self-help" (e.g., strikes, unilateral implementation of terms by the Company). Typically, at some point during the 30-day period, the parties enter into "super-mediation,"

with the participation of one of the three members of the NMB. If no agreement is reached by the end of the 30-day period, the parties are free to exercise self-help, which could include a strike by the Union. The thing to remember here is that most mediated contract talks result in an agreement either before a cooling off period starts or before it ends, without the necessity for resorting to a strike or other self-help. The difference in being indefinitely "recessed" and being "released into a 30-day cooling off period" is that we will resume talks sometime in the future, but during the recess both sides must adhere to the status quo. This means that neither side can exercise self-help, which for the Union would be a strike and for the Company would be to impose a contract or various contractual provisions.

Now, you must be asking, where is all of this leading? It is the sincere hope of the APFA that it leads to a fair and equitable contract for our members. Could it lead to a strike? That is an option but one down the road, and one we would just

as soon not exercise. However, if we are forced to, as we were in 1993, we certainly are prepared to.


What part do you play as a new hire in the negotiations process? You must begin to educate yourself on the negotiations process and our Union's history. It is vital that you call the APFA HotLine, visit the APFA web site, read **Skyword** and talk to your veteran flying partners and Union members. The APFA InfoReps are a great source of information. They are the Flight Attendants with circle Union pins. Stay informed about everything going on. Remember that the APFA is the very best source for information during this time. After all, we are the ones who are charged with looking after your best interest.

The question has come up about new hire participation in events such as leafleting, picketing and striking. Any event sponsored by the APFA will be well thought out, well planned, totally legal and within our rights as union members. The APFA does not endorse or con-

done illegal job actions of any kind. Probationary Flight Attendants have the same right as non-probationary Flight Attendants to engage in leafleting, informational picketing and other activities that are permitted under the Railway Labor Act. No employee can be disciplined for exercising rights that are protected by the Railway Labor Act. Remember, a strike would come only after all other attempts to reach an agreement have failed. It is a LAST RESORT.

The APFA realizes that since the 1992 negotiations, over 5,000 new members have joined the Union. Those members were not here to participate in the various events leading up to and including our November 1993 strike. We realize that you all have a need to know what went on then. The very best source for this information are those APFA members who were a part of that historic time. The APFA will also do its part in educating you through the Union's official publications, HotLine and web site.

If you have questions about your role as a Union member, a new hire or probationer, please feel free to contact your APFA Base Representative or call APFA headquarters. We will be glad to talk to you.

You are now a part of the APFA and the negotiations process. To be successful at the table, the APFA and our Negotiating Team needs your support. Wear only your APFA Union pin and your wings and make sure your "7,6,5 . . .", insert is displayed in your "It's About Time" bag tag on your uniform luggage. A solid show of unity is the best bargaining tool we have! 



*DFW based new hires Eric Hughes and Billy Farmer*

# Scheduling Contract Departments

By Ted Bedwell and Nancy Archer

## Scheduled to the Max... Worked to the Bone

The Scheduling Department receives many calls from Reserve Flight Attendants asking, "When am I maxed out?" and stating, "I have been worked to exhaustion." The Contract Department fields questions such as "Can this really be legal?"

Unfortunately, a very confusing and complicated situation can occur if you are unsure about these issues!

MAXED OUT	
<b>Domestic</b>	<b>77 hours</b>
<b>International</b>	<b>85 hours</b>

The projection (PROJ) on the far left of the Flight Attendant's HI1 is used to determine the monthly maximum. The projection column includes all carry-over time as well as time picked up throughout the month.

When Am I Maxed Out?	
<b>Domestic</b>	<b>72:16(PROJ)</b>
<b>International</b>	<b>80:16(PROJ)</b>

*(Only in conjunction with a duty-free period on last day of the month)*

The language in the contract is Article 10.D.3, Page 245:

A Reserve Flight Attendant with

less than "the average day" (4:45) reserve obligation who is scheduled for a duty-free period (24, 48, or 96) on the last day of the contractual month shall be released from his/her reserve obligation for the month and shall be considered a regularly scheduled Flight Attendant for all purposes.

<b>Domestic</b>
<b>72:16(PROJ)</b>
<b>+4:45(Minimum)</b>
<b>77:01(Over/Illegal)</b>
<hr/>
<b>International</b>
<b>80:16(PROJ)</b>
<b>+4:45(Minimum)</b>
<b>85:01(Over/Illegal)</b>

*(If F/A available on the last day of the month)*

If you are available to fly on the last day of the month, even though you are not legal for an assignment worth 4:45 (daily average) on the last day of the month, you could very easily be legal for a 2, 3, or even 4-day trip, providing the first day of the trip does not over-project you. If a Reserve's projection was 74:01 (Domestic) or 82:01 (International), then he/she would be legal only for a trip that departs after 2101 home base time and was not scheduled to terminate at the

layover city until after 0000 home base time.

Example—3-day all nighter scheduled to depart DFW at 2101 to SFO with a scheduled flight time of 3 hours and 5 minutes; 2 hours and 59 minutes would be credited in the current month, and the balance of the trip would fall into the next month's projection.

<b>Domestic</b>
<b>74:01(PROJ)</b>
<b>+2:59(Credited)</b>
<b>77:00(Legal)</b>
<hr/>
<b>International</b>
<b>82:01(PROJ)</b>
<b>+2:59(Credited)</b>
<b>85:00(Legal)</b>

(If the Flight Attendant's projection (PROJ) was above 72:16 (Domestic) or 80:16 (International), he/she would not be legal for a turnaround; he/she would be legal to layover away from home base provided the scheduled flying time of the trip for that day did not over-project him/her.)

Please refer to Article 8.A.2., Page 38 and Appendix I, Article 8.A.2., Page 218. This language is interpreted to mean that the Flight Attendant is guaranteed a 3-hour minimum, flight time pay

and credit and 4:45 average for each duty period in which flying is performed. The 4:45 average is applied at the completion of the sequence. This is what enables Crew Schedule to fully maximize the Reserve Flight Attendants on the last day of the month.

### Relative Position

When considering a "MAGIC NUMBER," remember that things are not always as they appear! This system does not take into account qualifications (speaker, purser, equipment, etc.), days available, special assignments (training, anything other than flying). So, in other words, it sounds fantastic, but in reality...

### Change in Status

#### *Reserve to Regular Schedule— Article 10.F.5.*

A Reserve Flight Attendant who is to change status to regular schedule (line holder) in the following month and who flies into the first regularly scheduled duty-free period (24, 48, or 96) of the new month, shall commence his/her rescheduled duty-free period fifteen minutes (Domestic) or thirty minutes (International) after arrival provided there is sufficient time before the next trip departure; the duty-free period shall be rescheduled later in the new month.

#### *Regular to Reserve Schedule— Article 10.F.6.*

A regularly scheduled Flight Attendant who flies into a new month and in doing so disrupts a reserve duty-free period (24, 48, or 96) shall be given the required off-duty break of twelve hours and then commence the rescheduled duty-free period.

Please remember that next month does not "exist" until the current month, including fly through, is completed!

#### MISSED TRIPS ON RESERVE

Two options:

a) To be released from your obligation for the remainder of the day. Your guarantee will be docked for that day only and you will be released until your next duty obligation.

<b>Domestic</b>
<b>3:44</b> (30-day contractual month)
<b>3:33</b> (31-day contractual month)
<b>International</b>
<b>3:56</b> (30-day contractual month)
<b>3:45</b> (31-day contractual month)

b) Remain available for the remainder of that day. Crew Schedule may:

- 1) assign you to another trip;
- 2) assign you to airport standby;

3) place you back into the reserve pool for that day.

If you choose this option, you will protect your guarantee for that day.

Under both categories, you will still be charged with a missed trip for attendance purposes. You may want to contact your local APFA Representative for advice!

### All or Nothing

#### Bidding on or off Reserve:

If you are successful at bidding off reserve, the computer system will read only the regular selections in your bid ballot. If you are able to bid on to reserve, only the reserve selections will be read.

You are either on reserve or off reserve – no in between – none of the "I want off reserve if I can hold line a, b, or c..." If you do not bid enough, the computer will assign you a selection.

### What Counts?

Per Article 10.R.4., Page 67 and Appendix 10.R.4., Page 252:

A Flight Attendant who is on a vacation or approved leave of

absence for part or all of the month during which s/he would be normally scheduled for active reserve duty will be considered as fulfilling his/her obligation for an entire month's service as an active reserve and will maintain his/her normal position in rotation.

### Bidding on to Reserve

If you are not on reserve and have a scheduled vacation or hold a bid leave of absence prior to bidding and then bid on to reserve, it will not fulfill the reserve obligation.

We know that reserve is very stressful and hope that these briefs will assist you in your time of need. Never feel that you are stuck in the field by yourself. We have representatives at APFA Headquarters from 0830-1830 CST Monday-Friday and an Officer on Duty from 1830-2300 CST Monday-Friday and 0800-2300 CST Saturday and Sunday. Carry your contract, call the APFA Hotline and stay unified. 

## Health



**Emily Carter**  
*APFA Health Coordinator*

# Our Microbe Passengers

Once again, we are approaching North America's flu season. For some strange reason, we don't ever seem to be very concerned about this culprit (until we get it). This was not always the case. In 1918 and 1919, influenza became the twentieth century's worst pandemic. It happened in an age when the world was much less

mobile. Transportation was limited and slow and consisted of ships, trains and animal conveyance. Nonetheless, the world was at war in 1918, and populations were shifted to fight, die and spread influenza throughout Northern Europe, the Americas and the Pacific Islands. Influenza killed 21 million people worldwide. We have more resources now, including flu vaccines, but we travel faster and are becoming resistant to our old faithful antibiotics. Certainly, we still need to exercise caution.

The APFA Health and Safety Departments receive many calls with questions about the communicable diseases that we are exposed to at home and on board our airplanes. We are most often queried about the following diseases.

**Influenza A and B**  
Influenza epidemics occur in the Northern Hemisphere most commonly in the winter and spring. In the temperate zones of the Southern Hemisphere, influenza can occur year around but is most prevalent between April and September. Immunization must occur yearly, because each year the strains of the virus are different and immunity becomes weaker throughout the

year. Contrary to popular belief, the vaccine does NOT cause the flu, because it is made up of an inactive or killed virus. Side effects are possible and can last one or two days. Myalgia, malaise and other symptoms can make us uncomfortable but are not as miserable as the flu.

### Tuberculosis

The Centers for Disease Control (CDC), airlines and local authorities have investigated instances of crew members and passengers contracting tuberculosis from ill passengers who are boarded on commercial aircraft without the carriers' knowledge. According to the CDC, the risk is greatest on flights that last eight hours or more. Exposure is greatest for people sitting or working nearest the infected passenger and is caused by inhaling droplets of tubercle bacilli. To become infected, the exposure must be to a person who has been untreated with antibiotics and is coughing the secretions from the lungs. Since the bacilli spread is airborne, there is very little danger of transmission from touching dishes or the belongings of an infected, untreated person.

The vaccine that is used to protect children in developing coun-

tries has limited effectiveness in adults. If you fear that you have been exposed to tuberculosis, treatment is available and effective. Notify AA Medical as soon as possible.

### Hepatitis - The Alphabet

There are at least five or six kinds of hepatitis caused by different and unrelated pathogens. All of them affect the liver. Hepatitis A, B and C are our greatest concerns.

### Hepatitis A

Hepatitis A is a viral disease of the liver that causes malaise, fever, nausea, vomiting and jaundice and varies in severity from a mild illness lasting one or two weeks to a severe and disabling sickness that lasts several months. The virus can be spread by person to person or by eating food, shellfish and ice and water contaminated by sewage or fecal matter. The virus is destroyed by cooking, but food can be contaminated again by handling. HAV infection is endemic in developing countries, but outbreaks occur in the United States and developed countries in Europe or Asia. The risk is highest for those who venture into undeveloped areas of the world or eat and drink in areas known for poor sanitation. In most tourist

areas, the exposure is limited, but eating cooked food and drinking chlorinated or boiled water is recommended.

Vaccination is a very good idea.

### Hepatitis B

Hepatitis B or HBV is an ancient disease inherited from our primate ancestors. Today, it infects 200 million people and kills more people than AIDS. Once a person is infected, the virus stays for life. It is a leading cause of cancer and cirrhosis of the liver. HBC vaccination became available in 1982 and was the first vaccine to prevent a cancer. Transmission is by exposure to blood or blood derived fluids such as contaminated blood transfusions, medical equipment, razors, sexual activity, tattooing, body piercing and manicures. Once exposed, the symptoms can include abdominal pain, anorexia, nausea, vomiting and possibly jaundice. The acute phase can last for several months. Universal precautions with blood products and vaccination are sensible measures to prevent this serious liver disease.

### Hepatitis C

Hepatitis C is transmitted by the same means as Hepatitis B. The disease is responsible for 8,000 to 10,000 deaths every year. It

is now the leading cause of liver transplants in the United States. Three out of four infected people will be infected for life, and half of those will develop cirrhosis or scarring of the liver. High risk sexual activity and the shared needles of drug use account for many cases of Hepatitis C. Until 1992, the blood supply in the United States was not screened. For those with chronic Hepatitis C, the progress of the disease is unpredictable. The disease can be treated with interferon and ribavarin, but only 30 percent of those treated have a sustained response. There is no vaccination for Hepatitis C.

### Acquired Immunodeficiency Syndrome (AIDS)

AIDS is the clinical stage of infections with human immunodeficiency virus (HIV). AIDS and HIV occur worldwide and are transmitted primarily by blood or secretions. In developed nations, the blood supply available for transfusions is screened but may not be in developing countries. Direct contact with blood, secretions, sexual contact or sharing needles with infected persons are leading causes of transmission. There is no vaccination for AIDS or HIV.

**Varicella or Chicken Pox**  
Chicken pox is highly contagious and caused by the varicella zoster virus (VZV). It is spread from person to person by sneezing, coughing or touching the burst blisters. Chicken pox is primarily a disease of children under 15 years old and occurs worldwide. For some unknown reason, it occurs more often in adults in the tropics. A personal history of chicken pox indicates immunity. There is an effective vaccine for varicella that many of us received in childhood.

**Rubeola or Measles**  
Measles vaccine was licensed in 1963, and the disease has been virtually eliminated in the United States. Prior to that time, most of us were infected in childhood and are, therefore, immune. Measles is characterized by a rash that begins on the face and is accompanied by fever and cough. Measles is spread by airborne droplets or the nasal secretions of the infected person.

### Malaria

All four malaria types are transmitted by the bite of an infected female Anopheles mosquito. Malaria occurs in Central and South America as well as the

Caribbean. The risk of infection increases with length of stay. Travelers who spend months in high risk areas are more likely to become infected than those who stay for short layovers. The disease is characterized by chills, headache, fever and myalgias and occurs at intervals. Since there is no vaccine for malaria, the best precaution is knowledge of high risk areas, insect repellent, long pants and sleeves and staying inside during night hours.

### Cholera

Cholera is transmitted by ingesting contaminated water, milk or foods, like shellfish, from areas with poor sanitation. It is characterized by severe dehydrating diarrhea. Most cases respond quickly to replacement of fluids and the restoration of electrolytes in the body. According to the CDC, the risk is minimal for tourists who follow food safety precautions. Avoid high risk food such as fish or shellfish, and eat food that is cooked and hot. Peel your own fruits and vegetables. Beverages and ice made with boiled or chlorinated water or carbonated drinks should be safe. There is a vaccine for cholera, but it is not effective against all strains and doesn't last very long. The CDC publishes travel alerts for cholera high risk areas.

All this glamour can be very time consuming. If you want more information about diseases, here are some useful web sites and telephone numbers:

CDC (Centers for Disease Control)

404-639-3311

[www.cdc.gov](http://www.cdc.gov)

[www.cdc.gov/travel](http://www.cdc.gov/travel) (Travel Information Page)

CDC Information Travelers' Hotline

877-FYI-TRIP

FAX 888-232-3299

International Society of Travel Medicine

[www.istm.org](http://www.istm.org)

World Health Organization (WHO)

[www.who.int](http://www.who.int)

Bacteria Diseases

[www.mic.ki.se/Diseases/c1.html](http://www.mic.ki.se/Diseases/c1.html)

Virus Diseases

[www.mic.ki.se/Diseases/c1.html](http://www.mic.ki.se/Diseases/c1.html)

Call the APFA Health or Safety Departments for information and resources.





**Patty Bias**  
*APFA Hotel Coordinator*

## From the Hotel Department

Hotels for EPTs, training and weather sessions are chosen by the Company, and APFA does NOT review or approve of these hotels. Per Monica Chamberlain, Manager of Hotel Contracts for the Company, her department does not coordinate EPT hotels. Melanie Wahrmond, the Manager of EPTs, does that. The APFA reviews only those hotels that the Company has a contract with.

This includes both long and short layovers worldwide. If you have problems with your hotel at EPTs, training or in a weather session, report these directly to the EPT and Training Department and the Company's Hotel/Limo Desk.

Although the APFA Hotel Department does not review these hotels, I encourage you to send us a copy of your written report, especially those addressed to the Hotel/Limo Desk. I discuss these "weather session" hotel choices with Steve Gundy, the Manager of the Company's Hotel/Limo Desk.

For your convenience, I requested from Jennifer Todd at Emergency Procedures and Training a list of local hotels near DFW for those of you who do not wish to share rooms and want to find your own accommodations near the Airport. The hotels and phone numbers are listed at the end of this article.

During my conversations with you, I have received many great suggestions of what you

would like to see mentioned in this column. Therefore, in each issue, I will try to mention a few. Here are some items that might interest you:

- International Flight Attendant "George" suggested I point out that in most Latin American countries, the mayonnaise is made from raw eggs, and the eggs are not refrigerated. To avoid the possibility of suffering from a case of food poisoning, it is best to avoid mayonnaise altogether when traveling in Latin America.
- Another Flight Attendant, "Patrick," who is a computer "whiz," suggested I remind you that when using your computer in a hotel room, check first to make sure you are using only a local telephone number in the city you are in to access your connection. If you don't, you could be stuck with some very large telephone bills.
- After a missed wake-up call, Flight Attendant Carol wanted me to remind you NOT to depend solely upon the hotel for those wake-up calls but to invest a few dollars and carry your own "wind-up" travel alarm clock.


I traveled to Miami not for a review but to check out your layover hotels there. We stayed at the Crowne Plaza, used for our short layovers, and what a nice place. The rooms are great and the hotel staff treats us wonderfully. The only complaint my department has ever received about the Crowne Plaza was that the noise level is sometimes a little high. I addressed that issue with the hotel and the importance of our crews having quiet rooms. We also stayed at the famous Sherry Frontenac Resort, which is used for our long layovers in Miami. I could probably write an entire article about the Sherry Frontenac "Crew Only" layover hotel. The Sussman Brothers, Ira and Joel, have indeed created THE PERFECT layover hotel. We are pleased with all that they have done and continue to do to make our layovers in Miami great ones.

The response to my "tear out" survey card for New York in the September issue of *Skyword* has been tremendous! Please continue to fill out the postage-paid card and send me your

views. Remember, we do deserve the best layover accommodations.

I will report on Guatemala, Grand Cayman, Reno, Oklahoma City and Maui in future issues. Finally, the news many of the East Coast Flight Attendants have been waiting for: we have a long layover review for Los Angeles planned for the next issue.

As always, my department welcomes and depends greatly upon your written reports.

*Until next month...* 

Hotels Near  
DFW Airport:  
**Harvey Suites Hotel**  
(972) 929-4499  
**LaQuinta Inn Hotel**  
(817) 540-0233  
**Ramada Hotel**  
(817) 283-2400  
**Ballpark Inn Arlington**  
(817) 261-3621  
**Holiday Inn South**  
(972) 399-1010  
**Drury Inn**  
(972) 966-1200



**DCA** – A long layover review was conducted in October by Hotel Committee member Tim Weston. The hotel chosen is the Hilton Garden Inn. This is a NEW hotel with 300 rooms. Tim says the rooms are fabulous with all the amenities – hair dryers, coffee makers, iron and board, make-up mirrors and refrigerators and microwaves in EACH room. Crew members will be given free access to the business center and the Internet. The fitness facilities and indoor pool areas are super. The hotel offers early morning check-outs and complimentary coffee. It is located right in downtown Washington, D.C. and across the street from a Metro station, so you have easy access.

**FLL** – We did it again: we're on the beach. Tim Weston, our Hotel Committee member, conducted the Ft. Lauderdale review in September, and he was able to secure a great beach property. The Holiday Inn Fort Lauderdale Beach is a lovely property with 240 rooms. The hotel was last renovated in 1999. The rooms are loaded with amenities – iron and board, coffee makers, hair dryers, free "800" calls, voice mail, refrigerator and safes in each room. The hotel has 24-hour security and an electronic key system for the room doors with double locks, chains and peep holes. It also boasts a great outdoor pool and an exercise room. Within walking distance from the hotel is

the Galleria Shopping Mall with numerous restaurants and shops. The hotel offers us a 15 percent discount in its Paradise Steakhouse and a 15 percent discount in the Paradise Martini Bar, which also serves food. One-way drive time to the airport is 15 minutes. Hope you enjoy the beach location!

**TPA** – We conducted a short layover review at the end of August and the Radisson Bay Harbor Hotel was chosen for our short Tampa layovers. The Radisson is located on the water and is 10 minutes from the airport. The hotel has in-house, 24-hour security. Entrance to the rooms is by the electronic key system, and the doors have double locks, chains and peep holes. Each room has a coffee maker, iron and board, hair dryer, no charge data port, free "800" calls, voice mail and cable television. Damon's Restaurant, in-house, offers us a 50 percent discount and 50 percent discount off room service. The hotel has a very nice outdoor pool and an exercise room. Transportation will be provided to a nearby shopping center if desired. The hotel bar has four big screen televisions for viewing and offers a "Beat The Clock" 50-cent Happy Hour.

**SXM** – We responded to your complaints about having layovers in a "time share" in St. Maarten and conducted a hotel review in September. I'm thrilled to say, as

of December 15, we moved to the completely renovated Maho Beach Hotel & Casino. The Maho closed for over a year after being damaged by a hurricane and took this time to rebuild. It is now a tropical paradise. The two new pool areas, located facing the ocean, are fantastic. The hotel is an ocean front property with the most beautiful beach on the island. It is surrounded by an elegant Caribbean-style plaza with over 70 international boutiques and many restaurants and cafes, one of which is the famous Sherry's Restaurant, a favorite of crews for years. The rooms have all the amenities – iron and board, hair dryers, voice mail, a safe, coffee maker and self-controlled air conditioners. I think you will be delighted with the "new" Maho Beach Hotel & Casino.

**EZE** – We traveled to Argentina at the request of the Company. Our current hotel is the Intercontinental Buenos Aires and the hotel is a FIVE STAR hotel. It's absolutely beautiful. We reviewed two other terrific hotels, one of which was the Sheraton Buenos Aires, where we were housed prior to moving to the Intercontinental. The Sheraton has a great location, and they have improved the hotel and really want our business back. The Hilton Buenos Aires is a brand new hotel built of chrome and glass. It's a great property and is located on the water, but the location is some-

what isolated. The new Hilton is truly beautiful, but our crews are very happy at the Intercontinental, and they have made it clear they do not want to move. Therefore, the decision was made to remain at the Intercontinental Buenos Aires.

**GCM** – Carrie Maniaci conducted the Grand Cayman (GCM) review. The decision was made to stay at our current crew layover – Treasure Island Resort. This was the only "resort" type property reviewed, and the Treasure Island Resort is located on the famous Seven Mile Beach. The hotel has three pools, several bars, a restaurant, coffee donut shop, dive shop, tour desk and boutique shops. Also within walking distance are a variety of restaurants, shops, a movie theater and an activities center. Our current crew rooms are in the process of being renovated with new air-conditioning units that they desperately needed and were scheduled to be completed mid December. All rooms have iron/ironing boards, blow dryers, safes and refrigerators.

**OGG** – We traveled to Maui, Hawaii, to secure some more crew rooms for the SFO-I Flight Attendants, who started flying there on December 15, 2000. Our regular layover hotel, the Outrigger Wailea Resort, has over one-third of its hotel rooms down for complete renovation; therefore, the Outrigger will not be able to offer additional rooms

at the present time.

Our SFO-I Flight Attendants will be laying over at the Maui Coast Hotel. The hotel has 265 rooms and is located in Kihei. It is situated across the street from a beautiful white sandy beach. A short stroll down Kihei road, in either direction, is an assortment of shops and restaurants. The hotel has a pretty outdoor heated pool and whirlpool spas. The pool bar serves lunch and dinner and has nightly musical entertainment. Each room at the Maui Coast comes equipped with a mini-refrigerator, coffee maker, wall safe, iron/ironing board, hair dryers, make-up mirrors, cable television, data port phones and a fitness room. Each room is equipped with an air-conditioner and a ceiling fan for your comfort. The hotel restaurant, Jameson's, can be enjoyed from the lanai, at the restaurant located at the entrance to the hotel, or from room service. Crews will be offered a 10 percent food and beverage discount at both Jameson's Restaurant and Pool Bar.

**ATTENTION:** Please be aware that when checking into the layover hotels, if you use your DEBIT CHECKING CARDS in place of a regular credit card, the hotels can put a hold on your money and the hold amounts can vary – some as high as \$75.00. The issue **IS** being addressed with the Company.

CVG



DFW



DCA



**SPECIAL THANKS** to all of the Flight Attendants who showed up in full force for our Informational Picketing Event on November 18, 2000 – the 7th anniversary of our strike. Thousands of you showed the Company that you are committed to attaining the contract you deserve! See you at our next Membership Action Event.

DFW



JFK





**DFW**



**MIA**

**November 18, 2000  
Photos from  
Around  
the System**



**DFW**



**DFW**



**MSP**

PSP



RDU



APFA

DFW



RDU



DFW





**DHFW**



**MIA**



**DHFW**



**HDDQ**



**JFK**

# Base Field

ORD

Hey, Chicago!

Well, the New Hires have stopped arriving in ORD for the year 2000. We are budgeted for quite a few in 2001, and we're all anxious to see the impact it will have on reserve. New Hires have a tendency to transfer a lot, but we do get some who transfer in, as well.

**Info Reps wanted and needed!** It's easy to sign up. You can either e-mail us at [chord@gte.net](mailto:chord@gte.net) or leave a message at 1-800-395-2732, ext. 8443, with your employee number and name. We'll do the rest. You should hear something back within 7-10 days.

We continue to meet with representatives from ITT Hartford and the Company's Injury on Duty representatives. We take base specific issues forward as well as system issues.

If you have an unusual circumstance with your IOD or especially with a PPN doctor, please contact us, and we'll bring it to the table.

For years, through several meetings with passenger service, we have tried to set up some sort of Professional Standards arrangement with ticket agents. We get so far and then they back away. Unfortunately, this does not bode well for conflicts. If you have a conflict with an agent, we ask you to please drop a copy of your report in our FA mailboxes. We want to be able to identify, trend and deal with the problems that affect ORD Flight Attendants.

We're working with Crew Resources to see about better coverage on the two-day MEX 757 trip. If the loads warrant VMCs consistently, we may be able to get them in open time, if not on the bidsheet. We're also looking at the French speaker issue on this flight as well. If warranted, a French speaker position would be proffered over and above the crew complement. In other words, if the load warranted six FAs, the French speaker would be #7. If the load warranted six and you received five plus a French speaker, you would all get understaffing pay.

Please keep those reserve schedules coming in to the APFA

DFW

Picketing

Thanks to you, DFW/IDF/DAL picketing was a tremendous success. All three DFW terminals were covered with picket signs, blue uniforms, smiling faces and responsive passengers. Dallas Love Field picketers were out in full force as well and were very well received by the public. Thanks to everyone who took the time to join us, and for those who couldn't make it, see you next time!

Love Field

Speaking of Love Field, we are still waiting for the Company to deliver the "stand by" lounge chair as promised. We will continue to keep you posted.

Base Meetings

Please join us for your monthly base meetings held the second Wednesday of each month. A map of the DFW office is on the DFW base web site at [www.apfa.org](http://www.apfa.org). You can also meet us in Operations the third Wednesday (terminal A) and the third Thursday (terminal C) of each month.

Crew Schedule

We have addressed the concerns of Flight Attendants flying out of base trips with Crew Schedule. Thanks to all of you who sent your HI3's.

**Kim Boyett**      **Chris O'Kelley**  
*Base Chair*      *Vice Chair*

Lock Box. The information is very useful to the Negotiating Team.

Holiday flying can be very challenging. Remember, we are here as a resource for you. There are many phone numbers where you can reach us listed in *Skyword*. Be persistent! It's a very busy time for all!

In Unity!  
**Liz Mallon**      **Steve Wilson**  
*Base Chair*      *Vice Chair*

MIA

The election for U.S. President this past November really put Florida in the headlines. But in the greater picture, it has reminded us that the actions of just a few people can change the outcome of something big. This is especially true as we try to reach a Tentative Agreement. It remains incumbent upon all of us to encourage every Flight Attendant to stay informed by calling the APFA HotLine weekly at 800-399-2732, reading your *Skyword*, talking with or becoming an InfoRep and participating in Union-sanctioned events. Wear only your Union pin, wings and name tag. An informed and motivated workgroup is a powerful force for the Company to reckon with. On a personal note, I wish everyone happy holidays and a happy New Year! Special thanks to all those who fly over the holidays instead of spending it with their friends and loved ones.

In Unity,  
**Doug Newlon**  
*Base Chair*

## Reports

BOS-I

**Notice of Dispute: Base Case # 2000-BOS-I-009**

Nature of the Dispute: Cancellation of SJU-BOS-SJU

The Flight Attendants of BOS-I dispute the loss of time due to the cancellation of SJU-BOS-SJU on the September Bidsheet. Flight Attendants have made every attempt to recover the loss of time through Comparable Days, Low on Time, Make-up Flying, Option II and Trip Trade Services. On an interest-based level, the Flight Attendants of BOS-I ask that the monthly schedules be restored to pay protection to reflect the many attempts that the Flight Attendants have made in good faith to recover the time lost.

This Base Dispute was filed on September 18, 2000, and a Dispute Resolution Conference (DRC) was held on October 16, 2000. Representing the Company was Kelley Cox, Boston Base Manager. Presenting the Notice of Dispute for APFA was Jennifer McCauley, and the Facilitator hearing the dispute was Chyresse Nicholson from New York Flight Service.

During this DRC, APFA asked if the issue at hand could be looked at from an interest-based approach. Our base is a smaller International Operation, and the flying that we do is specific to our region. Since our contract doesn't provide language for pay protection for the high-time flyers, APFA wanted to find a solution to resolve the problem that we encountered with the SJU trip canceling all month.

Facilitator's Recommendation:

The current agreement between American Airlines and the APFA provides for cancellation protection per Article I-9P. The Facilitator is not in a position to renegotiate the language of the current contract.

In actuality, the Facilitator is referring to Appendix I, Article 9.P.2. Also, you might be wondering why the recommendation doesn't reflect any type of interest-based resolution. What the Facilitator has failed to recognize is that we did not ask for the Facilitator to renegotiate the language of our current contract. We have a Negotiating Team in place to negotiate contractual language. It also takes membership ratification to make changes to our working agreement. Therefore, a Facilitator couldn't possibly make changes to our current contract. We did ask that the Company resolve the dispute in an interest-based method and manner. This language is provided in our contract per Article 28. So, what happened? Just like Waterford, it's crystal clear. When you try to solve problems, it sometimes takes creativity and an independent thought. Unfortunately for us, the Company has no interest in solving our problems and that independent thought is so far out of reach, it lies somewhere on Pluto.

Facilitator's Recommendation: Rejected

Wishing you a wonderful holiday season and a happy New Year!

**Jennifer McCauley**  
*Base Chair*

**Eugenio Vargas**  
*Vice Chair*

# Announcing The New APFA PhoneWatch Number

Toll-Free:  
866.ASK.APFA  
(866 is a new toll-free area code.)

Jose Chiu

1966 - 2000

It's difficult to summarize ten years of friendship in a few lines. Jose's Chinese name was "Y-me" (phonetic spelling) and his closest friends called him that. He had a unique and endearing sense of humor. We often asked ourselves after one of his practical jokes "Why Me?" He was a special person, always ready and willing to give of himself to help others. He had a unique gift for using humor to turn negative situations into positive, laughable ones. By re-framing the problem, he generated enthusiasm and positive feelings for those of us who were close to him. I remember once I was reading an article in National Geographic about the San Andreas fault. He knew I was from California and that I was concerned about the situation. Y-me, with a

straight face, told me not to worry. If an earthquake separated California from the rest of the country, there would be twice as much beachfront property. The solution to the problem was to invest in land along the eastern border of the state. I wish there were some way to re-frame his tragic death in order to make it easier for us. But there are no easy answers to death. Jose died helping others, as he would have wanted it. We are all better for having known him. He left me with lots of happy memories. For me, it is an honor to feel sad for this man I loved so much. We will all miss him and I would like to thank everyone for their support during such a difficult time. - *Angelica Marquez*

# remembrance of JOSE CHIU

By Lisa Krasnowski, JFK



It was difficult to meet Jose Chiu and not come away with a distinct and lasting impression of him. As I learned by sharing his friendship for more than a decade, his energy challenged any power plant. His generosity of spirit overflowed. His curiosity could best a litter of kittens. His mind had the agility of an otter. The size of his heart – only the world is that big.

Jose was a force of nature. He had a presence as strong and apparent as the sun and the moon.

With his on-the-job death just days before Thanksgiving, my

world now is a lot less fun, the winter will be a lot colder. I don't know with whom I'm going to argue, for the sake of argument. I don't know who will tell me I should be doing something the right way. I don't know who will match his unique, quirky sense of humor.

I am blessed and so very grateful to have Jose in my life. I believe he is still with me. I learned so much from him and was always amazed by him. I still am.

Jose was a person who completed tasks. The more difficult the job, the more pleasure he would derive from it. Of course, he

needed a million gadgets to get it done. If he began a project, he was not going to leave it unfinished.

He gave everything he had and gave it to everyone. This was best demonstrated by his latest personal project: home construction. He was gutting a house and creating a beautiful home for his family. The work he finished is stunning and its craftsmanship was exquisite. Again, nothing half done, nothing that's "close enough," nothing incomplete. He always sought perfection.

Construction work was just one of his many different skills. He went into each craft, hobby or adventure

he pursued with the same enthusiasm. He could cook. He could rock-climb. He could camp. He could dive. He could sew. He could roller-blade. He could even manicure people's nails. He could fly-fish. He could excel in any sport. He could bake.

Once a group of us went apple picking. We came home with an abundance of apples. Because of







Jose's insistence, we ended up making seven different types of apple pies. Jose had to experiment. He always had to try something different, something new. Of course, we had no idea who was going to eat all these pies, but Jose wanted to know we could bake them anyway.

Jose lived life with no troubles or worries. He never seemed bothered by anything or anyone. He always knew things worked out in the end.

With Jose being my coworker, I was doubly blessed. At Kennedy, he was well known. Many people remember during the strike, how he fired up a grill, cooked and brewed coffee out of the trunk of his car in the parking lot. Others certainly remember his exuberance on the airplane. Jose loved every aspect of his job. Whenever I flew with him, it was nothing short of a great experience.

I am certain he would be happy with the way he left this earth, doing the job he was supposed to do. In my heart, I know there was nothing that could have stopped him from getting that door open in Miami. It was his mission to evacuate his passengers and make sure they were safe. That is what our job is all about. Again, Jose was a person who completed the task ahead of him. He never left any job half done. He is a hero.

When someone passes, you often hear the cliché that they lived life

to the fullest and it may be something nice to say to give closure. In Jose's case, however, he was life at its fullest. He had a childlike fascination with life and every experience that came his way.

The wonderful experiences I shared with him and the many excursions we made together were a small part of his great life. We have many close personal friends in common and quite a few of them knew Jose twice as long as I did. How fortunate they are.

The love his friends and colleagues shared for him was beautifully displayed in the days following his death. Some 200 of his colleagues came to LGA in uniform to receive his body. Hundreds more, including gate agents, mechanics, pilots, management and his many friends paid their respects at his funeral and the ceremony at the cemetery. The admiration for Jose seemed universal.

I would like to thank his parents, Hilda and Pepe, for bringing him into this world. I cannot imagine the void that they and his brother, Raphael, feel. He loved his parents and his brother very much and he knew how fortunate he was to have them. I also have much love for them.

There is one more thing for which I have to thank Jose: my distinct and lasting memories of him. They will be eternal—as Jose is—and burn brightly. He brought nothing but happiness. That is how I will remember him. **J.C**

# january

<i>S</i>	<i>M</i>	<i>T</i>	<i>W</i>	<i>T</i>	<i>F</i>	<i>S</i>
	1 APFA HDQ CLOSED <b>NEW YEAR'S DAY</b> 1st CONTRACTUAL DAY OF THE MONTH	2	3  <small>INFOREP HOTLINE UPDATED</small>	4	5  <small>HOTLINE UPDATED</small>	6
7	8	9  IDF BASE MEETING AT APFA HDQ 1100 AM	10 LAX BASE MEETING AT LOCAL OFFICE 1200 PM DFW BASE MEETING AT LOCAL OFFICE 1100 AM <small>INFOREP HOTLINE UPDATED</small>	11	12  <small>HOTLINE UPDATED</small>	13
14	15	16	17 DFW/IDF REPS IN OPS DAY TERMINAL A OPS 10 AM <b>BIDS POSTED 0001</b> <small>INFOREP HOTLINE UPDATED</small>	18 ORD REPS IN OPS DAY DFW/IDF REPS IN OPS DAY TERMINAL C OPS 10 AM	19  <small>HOTLINE UPDATED</small>	20
21  BIDS CLOS 0001	22	23	24  <small>INFOREP HOTLINE UPDATED</small>	25	26 LAST 5 DAYS OF THE MONTH <b>BIDS FINAL 2400</b> <small>HOTLINE UPDATED</small>	27 LAST 5 DAYS OF THE MONTH
28 LAST 5 DAYS OF THE MONTH	29 LAST 5 DAYS OF THE MONTH	30 LAST 5 DAYS OF THE MONTH  CONTRACTUAL MONTH ENDS	31 SFO/SFOI BASE MEETING AT TWU OFFICE 10 AM <small>INFOREP HOTLINE UPDATED</small>			

NOTE: DATES ARE SUBJECT TO CHANGE