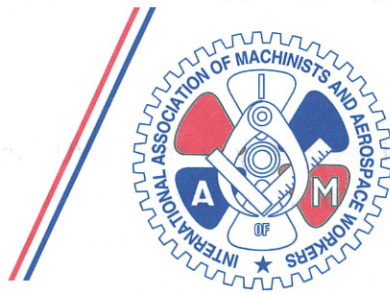


**International  
Association of  
Machinists and  
Aerospace Workers**



9000 Machinists Place  
Upper Marlboro, Maryland 20772-2687

Area Code 301  
967-4500



OFFICE OF THE GENERAL VICE PRESIDENT

October 24, 2014

Garry Drummond  
Director Air Transport Division  
Transport Workers of America  
501 3<sup>rd</sup> Street NW, 9<sup>th</sup> Floor  
Washington, DC 20001

CERTIFIED U.S. MAIL RETURN-RECEIPT  
**7003 1680 0004 0837 4676**

Dear Brother Drummond,

In response to your recent communication regarding our TWU/IAM Association implementation, the IAM is in full agreement that your pursuit of the issues you cite have caused an unreasonable delay in our forward-moving preparation for representation on the new American Airlines. The IAM and TWU have had no dispute that the Association documents are clear and unambiguous regarding those issues. It is unfortunate that the entire process is still held up over the undisputed plain language of those documents; documents that were agreed to by the TWU and signed by the highest authority within your organization, the International President and as approved by your IAC.

The IAM simply has no appetite to undo our agreement, horse-trade members in Boston to satisfy an internal TWU promise or cause any further delay in the important business of preparing for negotiations that will result in **the best airline contracts in the industry with the most secure pension available**. To that end, we agree to meet as soon as possible. We can adjust schedules as necessary for the remainder of this month. Please supply immediate dates you are available for coordinating a meeting.

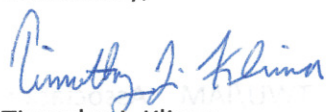
Inasmuch as TWU had committed to joint contract negotiations preparations at the IAM Placid Harbor Training Center and scheduling of guests, trainers and speakers (including the NMB) have been accomplished, the Association will proceed with the meetings and preparation at the Training Center. There, the Association will develop negotiating goals, a communications strategy and surveys for proposals from all members represented by the Association.

It is our understanding from discussions with you that TWU locals have a certain level of autonomy within your organization and your negotiators will likely include TWU local Presidents. Therefore, while you indicate you will not attend the preparation sessions, the Association extends an invitation to all TWU local Presidents representing American Airlines workers covered by the Association.

Responses to that invitation should be made without delay to the undersigned at [tklima@iamaw.org](mailto:tklima@iamaw.org). Participants should be aware that the IAM will provide room, boarding and transportation to and from the airport are provided with travel days November 15 and November 20.

Brother Garry, we are poised to be the biggest and the best in the airline industry. The IAM is committed to achieving everything possible for our collective members. We would be doing a disservice to our members by not properly and expeditiously preparing for negotiations.

Fraternally,

Handwritten signature of Timothy J. Klima in blue ink.

Timothy J. Klima  
Airline Coordinator

Cc: IAM Transportation Department Staff  
TWU IAC  
TWU Local Presidents