**From:** Crowder, Freddie <Freddie.Crowder@MWAA.com>  
**Sent:** Sunday, October 1, 2023 7:37:38 PM  
**To:** Gorden, Stephen <Stephen.Gorden@MWAA.com>; Ivey, John <John.Ivey@MWAA.com>; Wasem, James <James.Wasem@MWAA.com>; Andrews, LaTonya <LaTonya.Andrews@MWAA.com>  
**Cc:** Huchler, David <David.Huchler@MWAA.com>; McGinn, Francis <Francis.McGinn@MWAA.com>  
**Subject:** Grievance - Article 35

Cpl Gorden,

On Friday, September 29, 2023, you met with me to initiate the step 1, oral grievance process regarding Article 35. You stated that the Union would like to obtain documentation concerning the pay study, along with HR scheduling time to brief line officers in roll calls. Unfortunately, I am unable to resolve this issue, but I will work with HR to schedule roll call visits based on their availability. This is my written response to our in-person conversation.

Freddie O. Crowder

Major, Dulles Command

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