

SUMMARY OF
TENTATIVE AGREEMENT
BETWEEN

THE ASSOCIATION OF FLIGHT
ATTENDANTS



AND

SPIRIT AIRLINES



Voting Instructions Mailed: April 12th, 2016

Voting Closes: May 5th, 2016 @ Noon

Eastern



NOTES

Dear Spirit AFA-CWA Union Sisters and Brothers:

After nine long years, we have the great privilege of forwarding to you a new Tentative Agreement for your review and action. We thank you for standing behind us, your leaders, as we continued the fight for fair and equitable wages, an improved quality of life and working conditions as well as cementing an increased 401K match.

Your leadership group feels that this Tentative Agreement represents significant gains in both economics and work rules. [This Agreement locks in protections and positions our group as we move into the future.](#) The path to reach this Tentative Agreement wasn't easy but it was important to fight for as many protections as we could. Upon successful ratification, each flight attendant will immediately see more money for you and your family.

Highlights of our Tentative Agreement include:

- An immediate hourly rate increase for **ALL** Flight Attendants and 88% - 38% raises over the life of the Agreement, and maintained our time and a half overtime pay plus day of with restoration (DORs).
- A Ratification Incentive ranging from \$4000 to \$8000 for all non-probationary active Flight Attendants as of May 1st, 2016.
- 100% Company match on Flight Attendant's first 6% 401K contribution which doubles the current match.
- Incremental health care plan modifications and low premiums, while still maintaining one of the best health care plans in the airline industry. Moreover, a cap on healthcare premium increases throughout the life of this Agreement.
- No Preferential Bidding System (PBS) and no requirement to discuss PBS for the future.
- Increased deadhead pay to 100% for deadhead legs.
- Opened up real time electronic trading between flight attendants, as well as creating a transparent "bucket system" for Reserve Flight Attendants.

- Commuter Policy (new Section 25).

The definition of Longevity is standardized as starting from initial training graduation not from “assignment to the line”

- Reserve Flight Attendants can now pick up from Open Time on GDOs.
- Primary Sick Bank cap raised from 150 hours to 220 hours. Combined cap of the Primary and Secondary Sick Bank is maintained at 400 hours.
- Voluntary monthly block ceiling raised from 100 to 110 scheduled block hours thereby giving the Flight Attendant the opportunity to improve his/her bidline.

While there are significant improvements, there are also changes that allow Management to operate more efficiently thereby maintaining the profitability and success of our airline. You will notice the following changes:

- Scheduled block increased from 8 to 9 hours.

Flights operating between 0100 and 0500 can have a 3rd segment added ONLY if that third segment is a deadhead to domicile; the deadhead will be in a passenger seat; and the third segment must depart within 2:30 hours of arrival of the second segment.

All Daily Open Time is switched to Eastern Time

All Daily Open Time now posted at 1400 Eastern Time

Bid Packets and all Scheduling materials will no longer be printed but will be transmitted electronically.

The Time Recoverable (TAJ) window commences at 2000 Eastern time versus 2359 Local Time

Fleece Jacket, Blazer, Regular Vest, Scarf and Tie are eliminated as part of the required Uniform; however, an additional one-time credit of

\$125 issued to each Flight Attendant whenever there is a Uniform change.

There are many changes to our current collective bargaining Agreement which are noted in the Full Text of the Tentative Agreement. The Full Text of the Tentative Agreement is posted on line at spiritafa.org/TA. We encourage you to review the actual Tentative Agreement language as well as the Summary of Changes. These documents plus real examples of health care changes and increased wage rates and how they affect you are posted on spiritafa.org/TA.

We will schedule the Tentative Agreement Roadshows to begin the first week of April. These Roadshows will allow for face-to-face interaction. This will be your opportunity to receive clear communication and to ask the Negotiations Committee members any questions. We will have the complete Roadshow Schedule posted on spiritafa.org/TA website shortly. We anticipate the ratification vote will close on May 5th, 2016 at Noon Eastern Time.

Please know that your Master Executive Council Leadership is confident that this Tentative Agreement is in the best interest of the Flight Attendant group and represents our worth and our value to Spirit Airlines. It reflects significant improvements over past Agreements and positions us for the future. Without hesitation or reservation, we unanimously voted to put this package out for ratification and your careful consideration.

Ultimately, the decision that you must make will be a personal one. It will be about what is in your best interest as well as the best interest of your family. Only you can determine the best path forward for you. Ask questions and get the accurate information you need to cast an informed vote. If you have any questions, please direct them to your Local Council Presidents, Negotiating Committee or go to spiritafa.org/TA. We have set up a blog chat that is completely dedicated to answering your questions and addressing your concerns. We ask that you go directly to the Blog to post your questions. We will also post common questions and answers on the website as well.

When the votes are tallied, we will move forward together based on the decision made by the majority of those who cast a vote. As always, our solidarity leads us to our future success. Let's get ready to vote and remember, YOUR VOICE, YOUR VOTE – OUR FUTURE!

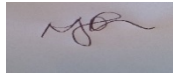
In Solidarity,

Your AFA Spirit Master Executive Council

Jorge Buchelli,
President
Master Executive
Council



Thomas Ringer
Local President
LAS Council 73

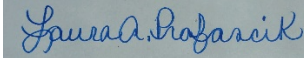


Kathryn Ayala
Local President
ORD Council 77

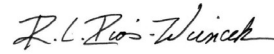
Cherlyn Ceridon, Acting
Vice President &
Secretary-Treasurer
Master Executive Council



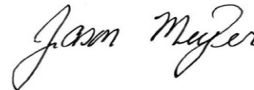
Timothy Hopkins
Local President
DFW Council 74



Laura Profancik
Acting Local President
ORD Council 77



R.L. Rios-
Wiencek
Local President
ACY/DTW
Council 76



Jason Meyer
Local President
FLL Council 78

TENTATIVE AGREEMENT

COMPENSATION WAGE RATES

(Remember, you will receive two wage increases a year.)

FINAL TA3 RATES 3-18-16						
	Current Book Rates	DOS rates	DOS+1	DOS +2	DOS+3	DOS+4
1st Six Mo	\$ 18.04	\$ 20.22	\$ 20.42	\$ 20.62	\$ 20.83	\$ 21.04
2nd Six Mo	\$ 21.04	\$ 22.09	\$ 22.31	\$ 22.53	\$ 22.76	\$ 22.99
2nd yr.	\$ 22.95	\$ 24.39	\$ 24.88	\$ 25.38	\$ 25.88	\$ 26.66
3rd yr.	\$ 24.70	\$ 26.18	\$ 26.70	\$ 27.24	\$ 27.78	\$ 28.62
4th yr.	\$ 26.12	\$ 28.21	\$ 28.77	\$ 29.35	\$ 29.94	\$ 30.83
5th yr.	\$ 27.72	\$ 29.66	\$ 30.25	\$ 30.86	\$ 31.48	\$ 32.42
6th yr.	\$ 29.02	\$ 31.05	\$ 31.67	\$ 32.30	\$ 32.95	\$ 33.94
7th yr.	\$ 30.57	\$ 33.03	\$ 33.69	\$ 34.36	\$ 35.05	\$ 36.10
8th yr.	\$ 31.60	\$ 34.76	\$ 35.46	\$ 36.16	\$ 36.89	\$ 37.99
9th yr.	\$ 32.64	\$ 35.90	\$ 36.62	\$ 37.35	\$ 38.10	\$ 39.24
10th yr.	\$ 33.99	\$ 37.39	\$ 38.14	\$ 38.90	\$ 39.68	\$ 40.87
11th yr.	\$ 34.74	\$ 39.26	\$ 40.05	\$ 40.85	\$ 41.66	\$ 42.91
12th yr.	\$ 35.47	\$ 40.08	\$ 40.88	\$ 41.70	\$ 42.53	\$ 43.81
13th yr.	\$ 36.00	\$ 41.40	\$ 42.23	\$ 43.07	\$ 43.93	\$ 45.25
14th yr.	\$ 36.35	\$ 43.62	\$ 44.49	\$ 45.38	\$ 46.29	\$ 47.68
15th yr.	\$ 36.75	\$ 45.94	\$ 46.86	\$ 47.80	\$ 48.75	\$ 50.21
16th yr.	\$ 37.06	\$ 46.33	\$ 47.26	\$ 48.20	\$ 49.17	\$ 51.13

TENTATIVE AGREEMENT

“Signing Compensation”

FA Years of Service (YOS)	Base \$		Extra \$ based on FA YOS		TOTAL Payment
6 mos to < 5 yrs	\$4,000	+	\$0	=	\$4,000
5 yrs to < 10 yrs	\$4,000	+	\$1,000	=	\$5,000
10 yrs to < 15 yrs	\$4,000	+	\$2,000	=	\$6,000
15 yrs to < 20 yrs	\$4,000	+	\$3,000	=	\$7,000
20 + years	\$4,000	+	\$4,000	=	\$8,000

Up to 60% of the “Signing Compensation” payment can be put into a FA’s 401(k)

SECTION 1 - RECOGNITION AND JOB SCOPE

- Maintained scope language to protect against outsourcing of our work.
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SECTION 2 - DEFINITIONS

- Aircraft Accident – clarify if “any person” (not just a Flight Attendant) suffers an incident
- Block of Reserve Days - clearly defined.
- Calendar Day - Defined as 0001 local to 2400 local time.
- Company Date of Hire – Original date of hire
- Day Off - Defined as a calendar day (see above definition) in the Flight Attendant’s base free from all duty with the company.
- Flight Attendant – Deleted “On-board sales” addition to definition and added “Company-directed activities.”
- Flight Attendant Date of Hire – DOH shall be considered the first date of training.
- Home Study - Since we were moving to a 1 day requalification training it was important to get this definition in the book for pay purposes as “home study” will be a larger component of training.

- International - Changed to match the pilot definition.
- Longevity – Starts with graduation from initial training, **not** “assignment to the line.”
- Open Time – definitions in accordance with Section 8L
- Relief Line - Changed from the “Move Up Line” term used today to be more in line with the term used in the rest of the industry. No substantive change.
- Reserve Line - New definition, but current practice.
- Reschedule/Re-route - Definition from Letter Of Agreement, no change from current practice.
- Retiree - Improvement over company policy. Company Retirement Policy has changed recently. By placing it in the contract, it is protected. (same per TA2)
- Schedule Integrity – clearly defined

SECTION 3 - COMPENSATION

- **Immediate** hourly rate increases for **all** Flight Attendants.
- Annual percentage increases to the entire scale over the 5-year term of the Agreement.
- 88% - 38% raises over the life of the Agreement.

- Newest members to increase base pay by nearly 88% over the life of the Agreement.

\$4,000 - \$8000 Lump Sum payment for all Flight Attendants (depending on seniority) who are off probation as of the date of ratification which will be May 5th, 2016. Flight Attendants can elect to put up to 60% of the lump sum payment into their 401(k).

- Maintains time and a half overtime pay (150%) over 85 hours.
- Deadhead Pay is 100% for ALL deadhead hours.
- Contractually protected 4% commission for on-board sales.
- Per diem – “no less favorable” rates with the pilots.
- Jury duty pay increased to 20 days from 15.
- Pay protections for Flight Attendants returning to work if required training is not made available by the company within 21 days. (See SECTION 13 – LEAVES OF ABSENCE)

SECTION 4 - TRAVEL EXPENSES

- Minimum rest protection if hotel rooms are not ready within 30 minutes and adjusted rest opportunity.

- Double occupancy day room for 4:00 - 4:59 layover; maintains single occupancy room for all layovers of 5 hours or more.
- Free internet contractually confirmed.
- Minimum increased to \$50 check cashing at hotels.
- Identification Badges and Manuals moved to Section 23.
- Maintained no less favorable than Pilot Per Diem rates.

SECTION 5 - UNIFORMS

- Flight Attendants may purchase their own maternity pieces, subject to Company approval.
- Defined complete uniform set.
- Sweater is now a required item, company must provide and replace.
- Sweater Vest is an optional item for both Men and Women.
- Preserved language that a change in Uniform Color is a "Major Change".
- Wings and nametags replaced at Company cost.
- Uniform credits must be used prior to the Flight Attendant's longevity pay increase each year.

- Fleece Jacket, Blazer, Regular Vest, Scarf and Tie are eliminated as part of the required Uniform
 - Uniform change: In addition to two complete uniform sets, FAs receive \$125 to order new uniform pieces.
 - Uniform Allowance increased from \$100 to \$125 upon Date of Ratification and then to \$150 on Date of Ratification + 24 months.
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SECTION 6 - SENIORITY AND PROBATION

- Voluntary company transfers out of Inflight immediately forfeits position on seniority list.
 - FA who transfers to management-level position retains and accrues seniority for 1 year and then is removed from list.
 - FA accepting training position in Inflight will accrue seniority for as long as he/she was a FA and will retain seniority.
 - Employees in Management-level positions who have FA seniority are “grandfathered” onto the seniority list.
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SECTION 7 - HOURS OF SERVICE

- Minimum 10 hours international rest.

- Increased from 8 to 9 hours of scheduled block in a duty period.
- Flights operating between 0100 and 0500 can have a 3rd segment added ONLY if that third segment is a deadhead to domicile; will be in a passenger seat; and the third segment must depart within 2:30 hours of arrival of the second segment.
- Flight Attendant may voluntarily schedule her/himself up to 110 block hours per month, up from the current 100 block hours.
- No Flight Attendant shall be required to deadhead in the jumpseat on a flight that is scheduled in excess of 4 hours or on a third segment deadhead to domicile.
- The company may NOT contact a Flight Attendant during any rest period of less than 12 hours except for a family emergency.
- Away from base, if the check-in time for a trip has been delayed by more than 60 minutes, transportation from the hotel to the airport WILL be adjusted accordingly. Today a flight might be delayed but transportation is already arranged and times are not adjusted for the delay.
- Record Locator Numbers for deadhead must be given 3 days prior to departure. Side Letter of Agreement preserving 2-hr pay remedy (penalty) to a Flight Attendant if not supplied.

SECTION 8 - SCHEDULING

- **No Preferential Bidding System (PBS) and no requirement to discuss PBS** for the future.
- Bid Packets and all Scheduling materials will no longer be printed but will be transmitted electronically.
- Changed term ‘Move-Up” Line to “Relief” Line (name change only). No substantive change.
- Commuter Policy for Flight Attendants commuting to work via air. May be used two times per year and you must register with the company as a commuter. (new Section 25 of Agreement)
- Preserved valuable quality of life provisions such as trips missed for vacation and Day Off Restoration, which most other carriers do not have today.
- “No less favorable” with pilot language for minimum credit for duty periods and multi-day trips.
- Current Buddy Bidding procedures reflected in Agreement.
- Daily Open Time closing, opening and posting is switched to Eastern Standard Time. Maintain seniority-based system.
- Activated the automated Electronic Trade Board for swapping trips between Flight Attendants done at near real time.

- Trip trades or pickups available in Daily Open Time which report within forty-eight hours shall be done on a first-come, first serve basis at Crew Scheduling discretion.
- Company can offer “Premium Open Time” up to a max of 5 times a year
- Daily Open Time now posted at 1400 Local
- **Eliminates involuntary SAP** for ALL months not just for vacation conflicts as we have today.
 - The Time Recoverable (TAJ) window commences at 2000 Eastern time versus 2359 Local Time
- If Rerouted/Rescheduled – 2 hr footprint. Company must return you to base within 2 hours of original pairing.
- Electronic Bidding Confirmation - Bid awards will be emailed to a Flight Attendant’s personal email address if she/he opts to provide it to the Company.
- Opentime Calculation Percentage Threshold reflects current practice.

SECTION 9 - RESERVE

- Reserves can pick up trips from **Daily OT** on GDOs
- Reserves can pick up trips from other FAs using the near real-time electronic trade board.

- Visual bucket system for reserve assignments – better predictability and tracking of reserve assignments.
- Company cannot move notification for first block of reserve days.
- If rest conflicts with subsequent reserve block notification period, next notification period will be used *only for that block of reserve days*.
- Required minimum day notice for reserve shift move.
- Eliminate company ability to split reserve shifts into two blocks.
- Crew scheduling ability to authorize short term parking reimbursement for trips departing within 2 hours of assignment.
- The MEC will have access to reserve utilization reports.

SECTION 10 - TRAINING AND MEETINGS

- If not required to attend scheduled training, the designated training day shall be considered a day off, without pay and credit. At the Flight Attendant's option, she/he may elect to be Time Recoverable and will receive the greater of pay and credit. Increases flexibility for Flight Attendants.
- Training dates published **two** bid periods prior to bid period in which training occurs.

- Minimum pay of .5 hour for every hour of course time for non-recurrent computer-based training (examples: sexual harassment, company procedures modules, etc.)

SECTION 11 - VACATION

- **Eliminated** minimum monthly hour thresholds for Vacation accrual from TA2
- Vacation bidding and awarding done electronically.
- Vacation Pay Out - F/A can elect to receive payout for any unused float vacation hours or remaining vacation hours in vacation bank. Payout will be on final pay check of the calendar year (allowable carryover remains 28 hours).
- Vacation Buy Back - If offered, the F/A may bid for and it will be awarded in domicile in seniority order. F/A will fly schedule and be paid an additional 28 hours.
- General Payout - If unable to use vacation due to a leave, a Flight Attendant can choose payout, bid for open week same year, carryover 28 hours or a combination of all the above.
- Float Vacation Days awarded based on Daily OT grid (Appendix 1, Section 8), so Flight Attendants will be aware of probability for approval.

SECTION 12 - SICK LEAVE

- **Eliminated** minimum monthly hour thresholds for Vacation accrual from TA2.
- Primary Sick Bank cap increased to 220 hours maximum up from 150 hours.
- If the Primary Sick Bank cap is reached (220 hours) the additional hours will transfer to the Secondary Bank.
- Combined cap of the Primary and Secondary Sick Bank is raised to 400 hours.
- There is NO LONGER a wait to access your Secondary Sick Bank. A Flight Attendant will be eligible to use the sick leave in the Secondary Bank from the 1st day of an illness provided they submit medical documentation substantiating that the illness is anticipated to have a duration of longer than 2 weeks.
- A Flight Attendant shall be allowed to borrow up to 24 hours of Sick Leave if they have not accrued Sick Bank hours sufficient to cover their own personal illness or to care for an ill or injured dependent minor child.
- A Flight Attendant is NOT obligated under any circumstances to discuss or inform Crew Scheduling of the reason for an illness, but may be asked by Inflight Management about an estimated return date.

- A Flight Attendant who retires from active service at age 55 or higher with 10 years of service shall be paid for their accumulated Sick Leave at 70% of their hourly rate of pay.

A Flight Attendant who resigns from active service after 15 years of service shall be paid for their accumulated Sick Leave at 50% of their hourly rate of pay.

- If a Flight Attendant becomes ill or injured away from base they shall be returned positive space via Company aircraft within 24 hours. This changed from the time frame being defined as the earliest available open flight.
- No wait for Time Recoverable (TAJ) Status after clearing from Sick.
- If required to see a Company selected physician, the company will reimburse the Flight Attendant's co-pay for the visit.

SECTION 13 - LEAVES OF ABSENCE

- FMLA leave of one year for birth or adoption must be continuous.
- Increased FMLA leave for care of child, spouse or parent from 6 months to one year.
- FMLA leave of one year for Flight Attendant's own illness, and then Flight Attendant can go on Medical Leave (new provision) for up to an additional 30 months.

- FMLA added to company FMLA compliance.
- New 42 month Medical Leave of Absence for members who do not qualify for FMLA or need additional leave - can run concurrently with FMLA allowing 42 months to care for your own medical condition.
- Increased longevity accrual for pay purpose during FMLA from two months to 90 days from current 60 days.
- Increased Worker's Compensation Leave from 36 months to 42 months. Protective "Light Duty" provisions negotiated.
- Secured light duty restrictions/guidelines - to protect against current company discretion.
- Jury Duty pay increased from 15 days to 20 days.
- Bereavement clarification due to inconsistent practice -added consecutive.
- Secured a timeframe for Flight Attendants who require training when returning from a leave.
- New Civic Duty Leave - with pay for company requested legal proceedings, without pay for non-company requested proceedings.
- Pay protections for Flight Attendants returning to work if required training is not made available by the company within 21 days.

SECTION 14 - MEDICAL EXAMINATIONS

- No changes to this section.
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SECTION 15 - FILLING OF VACANCIES OR TRANSFERS

- Electronic bidding procedure for voluntary transfers.
 - The 4 month restriction for non-probationary Flight Attendants transferring to another base may be waived due to extenuating circumstances.
 - A Flight Attendant displaced from a base by a reduction in workforce or involuntary furlough will now have up to 5 years to return instead of the current 2 years.
 - Temporary assignments (fewer than 120 day) will be posted and bid for electronically.
 - Expanded expenses covered for temporary assignments.
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SECTION 16 - FURLOUGH AND RECALL

- Furlough pay and benefits increased.

- Minimum 30 days' notice of furlough, or pay in lieu of.
- Seniority and longevity accrual retention while on furlough increased from 5 years to 6 years.
- Voluntary Personal Furloughs will be awarded by System seniority rather than base seniority.

SECTION 17 - MOVING EXPENSES

- Maximum allowed reimbursable moving expenses increased by 50% (to \$4,500).
- No receipts required for the first \$1000 of expenses (was \$500).
- Reimbursed mileage increased to .445 cents per mile (was 26 cents per mile).
- Up to \$1000 expense advance available (was \$500).
- Expenses to be reimbursed within 20 days of submission (NEW – previously the company had no time period during which the reimbursement was required).

SECTION 18 - BENEFITS

- 100% Company match on Flight Attendant's first 6% 401K contribution which doubles the current match.
- **Eliminated TA2 language instituting a** monthly minimum requirement of 36 credit hours worked in order to accrue vacation and sick leave.
- **Softened** previousTA2 language instituting the annual minimum requirement of 432 hour threshold in order to qualify for medical benefits at the "active employee" rate. Now, vacation and all deadhead hours will count toward meeting the 432 annual block hour threshold. The 12-month review period will be October 1 to previous September 30.
- Preserved industry-leading health insurance plan.
- Plans are written into the Agreement and cannot be changed by "company policy" or "me-too" with pilots.
- Medical PPO Plan B contains increases in deductible, out-of-pocket maximums, co-insurance and co-pays.
- A cap on health insurance premiums (6% maximum annually) for future years to maintain affordable healthcare.
- Created one medical premium for all Flight Attendants in each coverage category (Employee-

only, Employee +1, Family, etc.), regardless of pay step.

- If the Company changes Plan Providers, LOA states that the new Provider Network must be comparable.
- Immediate access to both sick banks with documentation and 70 hour increase to cap on primary sick bank.
- Improved FMLA and medical leaves, extending leave time and access to benefits for all Flight Attendants.
- Vacation payout option at end of the year.
- Limits light duty requirements for Flight Attendants on OJI.
- Guaranteed no reduction in Buddy Passes for life of Agreement.

SECTION 19 - MISSING AND INTERNMENT

- Enhanced Pay Protection for Flight Attendants missing, interned or taken prisoner, hostage or hijacked.

SECTION 20 - SAFETY AND HEALTH

- Greater inclusion of the AFA Safety Committee in matters affecting safety, health and security.

- FA released from remainder of pairing in the event of contact with bodily fluid during an onboard emergency involving MEDLINK..
- Greater disclosure of information regarding potentially hazardous materials.
- Meet and confer with AFA when new aircraft type(s) are added to the fleet.

SECTION 21 - UNION SECURITY AND UNION ACTIVITIES

- Additional hour on Graduation Day for AFA to speak with new hire Flight Attendants.
- No FPL Override billed for the first 60 hours
- FPL Override increased

SECTION 22 - GRIEVANCE PROCEDURE

- Improved Dispute Resolution language to provide greater protection to the Flight Attendant.
- Grievance Mediation (an additional procedure to resolve a dispute).
- Non-disciplinary grievance hearings now to be heard monthly not quarterly

- Improved arbitrator selection (to provide greater protection for those grievances which end up in arbitration).

SECTION 23 - GENERAL

- Improved protection for the Flight Attendant Personnel File & Disciplinary Record.
- EAP - New Language to provide greater access to AFA EAP & Professional Standards.

Employee Files: Nothing of a derogatory nature can be placed in a Flight Attendant's file without his/her express knowledge.

Provisions for what can go in a Flight Attendant's file.

- Restricting Flight Attendant aircraft tidying from block out to block in and must not interfere with safety-related duties.
- International flights language deleted.

SECTION 24 - LANGUAGE QUALIFIED PROGRAM

- Changed to reflect that the Company does have a LQ program that it chooses not to activate.

NEW SECTION 25 – COMMUTER POLICY

- Flight Attendant may utilize 2 times per 12 months

Must be registered as a commuter and follow provisions of policy.

SECTION 26 – DURATION

- Five-year duration.
- May start negotiations for next contract 120 days prior to amendable date.
- Letters of Agreement remain in full force.

For Frequently Asked Questions and Answers or to comment on our Blog, visit SpiritAFA.org/TA



**REMEMBER YOUR VOICE,
YOUR VOTE - OUR FUTURE!**