

The JFK JLT PRESENTS:

JFK EXCHANGE



JFK Joint Leadership Team: Working Together for Results

Dramatic Turnaround of Narita Flight Is JFK JLTs First Big Success

The JFK Joint Leadership Team has now chalked up a major success - - the dramatic turnaround of Narita Flight 167!

JFK-NRT has *doubled* its lackluster on-time performance of 40% early this year to an outstanding 80% in April!. What made this happen? A dedicated effort led by the JLT's Dependability Task Force that brought together the best efforts of the tower, Ramp, Passenger Service, Maintenance, and Catering departments.

"This kind of turnaround contributes to JFK's effort to make our dependability best in class," said Mark DuPont, Managing Director of our JFK station. "We believe it will help position our station positively for expansion in the future." Mark noted that achieving improved dependability is a key goal of the JLT. "We focused on Narita as an important flight that

gave us a major opportunity to improve on-time performance," he said.

Chief Pilot Bob Shore described the steps involved in the Narita effort. "The first step was to identify the factors that were causing the problems and to change the departure process to correct them," he said.

"The Ramp Manager-on Duty (RMOD) was in overall charge. We came up with checklists for the RMOD to administer—beginning at 90 minutes out, and progressing to 60, 30, 15 minutes before departure. Certain steps had to be accomplished at each of those stages. Is the aircraft in its place? If not, where can we get one from? Have the tugs pulled up the aircraft? Is the cargo loaded? Does the aircraft have a push tractor? *Continued on Page 4*

Safety— Whose Job? Everybody's!

The partnership for safety (PFS) program is up and running at JFK. JFK Managing Director Mark DuPont kicked off the first Awareness Session on May 2nd, affirming safety as the first priority at the JFK station. One department, Flight Service, has set a high standard for the JFK team by already realizing a significant drop in their injury rate.

The partnership for safety utilizes our existing resources by focusing JFK's diverse safety efforts into a central structure where they can work together. The concept is based on employee commitment at all labor and management levels, safety awareness in everything we do, and taking responsibility for both our own personal safety and the safety of our fellow employees. The PFS goal is to modify or eliminate the conditions, attitudes, and activities that are the root causes or recurring injuries. The Dupont Corporation (no

relation to Mark) has proved that the concept works, not only in their own operations but with many other large corporations, including American Eagle.

Awareness presentations to the JFK union and management leadership have now been delivered to all departments. As we continue to build the core PFS structure, all that's needed now is for all of us to pull together (and win together) to make safety truly our first priority.

NO FALL GUY HERE ! - - Think about the consequences of a fall from the tail of this A300 aircraft. Here, aircraft maintenance technician Robert Perrota employs the correct donning of a body harness and fall restraint system, as advocated by the Partnership for Safety program.

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INSIDE THIS ISSUE :

JFK JLT Progress
In *Flagship News* Page 2

TERMINAL UPDATE Page 2

FIGHTING BACK CAMPAIGN
Continues at JFK Page 2

WHILE YOU WERE SLEEPING
24 Hour Operation Page 3

CELEBRATIONS TAKE PLACE
At JFK and NYC Page 4

WHAT AA MEANS TO NY
Providing Emergency Help
Where it's Needed Page 4

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New Terminal Will Be Completed in Less Than a Year— Can You Taste It?

We are at the one year mark and counting for completion of the final phase of our terminal. In May 2007, we will open new Concourse B with 9 additional international-capable gates and the balance of the ticketing hall. That will add 17 more ticketing positions and a second curbside check-in area. American Eagle is now operating from the first 5 of their 9 permanent gates at Concourse C.

We have decided to defer construction of their last 4 gates until after Labor Day. This gives the operation use of an additional jumbo gate through the summer of 2006. By next May, all operations will use the new terminal and the new Customs and Border Protection facility will be in place for international arrivals. At that time, the existing Terminal 8 will be demolished and what is now Terminal 9 will change names permanently to Ter-

minal 8 (coming right after Terminal 7, naturally.) After the demolition of existing Terminal 8 early in 2007, we have about 4 more months of work to open the remaining few gates. We've listened to what our employees have said and as a result, headquarters has approved a change at our ticket counters. Following the completion of what will be a very intense coordination process, each agent will have its own take-away belt instead of sharing one belt with his/her neighbor. This work will be completed by the time we open the rest of the main ticketing hall and concourse B in May 2007.



MOVING TO COMPLETION — By May 2007, these girders will be the invisible frame for the sleek, state-of-the-art Concourse B of AA's new JFK Terminal.

FIGHTING BACK: Leveraging JFK's Assets to Overwhelm the Competition

What terrific assets JFK has, beginning with our new, state of the art terminal! And what a great opportunity all of us have to leverage these assets to overwhelm the competition! No other airline at JFK can match the stunning appearance, convenience and customer-pleasing features our new terminal offers. Now is our chance to push these advantages over the top as the competitive weapon that will make JFK really shine. It's just a matter of giving our total focus to what makes customers choose American: efficient check-in and boarding, great service with a smile, and on time performance. (See the Narita Turnaround Story, *page 1*)

"We need to make a good on the potential of what we offer the premium customer," said Chuck Imhof, Managing Director for Greater New York. "That includes our great AAdvantage program, which works hand in hand with our powerful international network; enhanced menus on transcon flights; Next Generation Business Class Cabins; and the expansion of our Flagship Suites to all 777s.

These strengths, when combined with our new Admiral's Club and all the other great features of our new JFK Terminal, give us the ammunition we need to win the profitable upscale traveler."

"We're proud to have the finest professionals in the industry on our team, including fleet service, facilities maintenance and others," said Michael Chiofalo, President of Local 501, Transport Workers Union. "We know it's in everybody's interests to beat the competition, and our people rise to the occasion every day to make it happen."

So why settle for just making JFK good, when we can make it the best!

JFK JLT Progress Heralded Throughout AA via *Flagship News*

"At JFK, AAers are working together to challenge low-cost competitors." That is what *Flagship News* recently said about the JFK Joint Leadership Team. After the JFK JLT was formed last October, *Flagship News* notes, it quickly assembled a Dependability Task Force, bringing working groups together to tackle such problems as chronic flight delays and develop new sources of revenue.

"The JLT process was the catalyst for our working together," said Mark DuPont, Managing Director at JFK. "All departments have really come together to produce a significant improvement over last year's results." For example:

- D + 0 departures during the 1st quarter of 2006 were up more than 15 %.
- Dependability on early morning "critical flights" is also up nearly 14 %.

The next challenge for the JFK JLT is to take on the low-cost carriers, according to *Flagship News*.

While You Were Sleeping — JFK Bustles During the Wee Hours

Did you ever wonder what was behind JFK's morning lineup of aircraft all set for the day's flying? While most of us are grabbing a night's sleep, JFK is teeming with activity. A total of 30 aircraft, including A300s, B777s, B767s and B757s, are receiving the overnight maintenance they need to fly safely the next day. Cabin Services will soon be giving those 30 aircraft, with more than 7,500 seats, a thorough cleaning. Meanwhile, Line Cargo employees have been busy meeting and unloading late-arriving aircraft.

As American's aircraft begin to terminate at JFK after the days flying, maintenance activities at Hangar 10 — a Class I maintenance facility — are well underway. Planning sessions on parts, routing and manpower have been held earlier in the afternoon, and aircraft are being moved into the hangar. Physically, the hangar consists of a north and south side, and together with perimeter

hardstand parking, can accommodate 18 aircraft. The Super Bays added in the 1970's on the north side of the hangar can entirely enclose a Boeing 777. Maintenance crews will be servicing the remaining aircraft right at the gate area for early morning departures.

Our maintenance team is performing scheduled checks on all aircraft, including one nightly major B check on the Airbus fleet, plus any necessary components changes and non-routine maintenance and repairs. The B check consists of extensive interior maintenance, together with systems checks, inspection and component changes.

At Ramp Services, each aircraft is getting either a Level One Bill of Work or an Ultra cleaning. The Level One Bill of Work is an intense cleaning of the aircraft, including the wipe-down of many of its hard surfaces. The Ultra Clean process, accomplished every 31 days, consists of a Level One Cleaning, plus the removal

of every rug and seat covering. At JFK, Ramp will perform two Ultra Cleans before daybreak. Equally important, Ramp is conducting a security sweep of every aircraft, carefully checking seat cushions, life vest compartments, and all overhead bins and galley compartments for stowed items.

At line cargo, employees are hooking up and recharging the electric belt loaders and staging ground equipment for the start up on the morning operation. In the bag rooms, some employees have remained on duty until 11:30 p.m., soon to be replaced by early morning crews who start as early as 3 a.m. The bag room crews will set up over 200 positions to open the operation for the next day, and on a busy day they can move more than 350 containers of bags before noon. At passenger services, agents come in as early as 2:30 AM to open up the ticket counters and start checking in passengers who arrive early to avoid lines that may build up later in the day.

No matter what time it is, American Airlines employees at JFK are up and ready to provide quality service to their customers and at the same time working together to make our terminal an efficient 24 hour operation.



NIGHT SHIFT — So that our passengers and crews can fly in safety, JFK maintenance personnel begin the "open up" phase of a B-check on an A-300, in which the aircraft is brought into the hangar and staged for inspection.

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Enthusiastic AAr's Honor Mothers Day and Celebrate AA's 35 Years Serving Puerto Rico

It was a great day for American Airlines in New York when an energized contingent of JFK staff, joined by AAr's from around the country, celebrated our 35th anniversary of serving San Juan from JFK at the Puerto Rican Day Parade on June 11.

The mood was festive and the beat was Latin as 140 spirited employees marched up 5th Ave with the AA float, dancing and waving Puerto Rican flags. AAr's from all three New York airports, together with those who joined us from Dallas, Miami, Raleigh-Durham, and Puerto Rico, participated. It was a show of pride in, and gratitude for AA's service to Puerto Rico.

More than 3 million people witnessed the parade, together with those who watched on English-and Spanish-speaking TV. The coverage gave AA prominent mention for its anniversary of service to San Juan and service to the Hispanic communities in New York and in Puerto Rico.

The weekend festivities began on Friday, June 9th with a cake-cutting event featuring good wishes from JFK Managing Director Mark DuPont, and a Latin band celebrating the departure of Flight 1473 to San Juan. Roberto Clemente, Jr., son of the late Pittsburgh Pirates baseball great, also was on hand to voice his support. This show of employee involvement was, in large part, an outgrowth of our JFK, LGA and EWR teams.

Earlier, on May 14, JFKr's and SJU passengers celebrated Mother's Day in a way that Mom and everyone connected with her had to love—with tickets on American Airlines!

On all our San Juan flights originating both JFK and Newark on Mother's Day, we awarded a set of tickets to one lucky family member traveling on each one of our Puerto Rican flights that day.

Here's how it worked: Prior to boarding and again on board our flights, our Passenger Service personnel and flight attendants reminded our customers of our preeminence in the San Juan market. They spoke of the fact that this year is our 35th anniversary

of service to the jewel of the Caribbean and that it coincides with our 25th anniversary of the AAdvantage program.

Then, a series of questions were read, customers submitted answers, and winners were chosen. They were awarded transportation for two on American Airlines to anywhere we fly in the U.S. 48 states or the Caribbean. It was a great day for Mom—and an even better one for those who won tickets on the way to see her!

COMMEMORATING 35 YEARS —

At bottom left, The JFK Staff knows how to celebrate. At the bottom, noted Puerto Rican singer Andy Montanez joins the official American Airlines band to heat up the festivities at a cake-cutting event at Terminal 9, celebrating AA's 35th anniversary of flying to San Juan. At the bottom right, 140 enthused employees surround the AA float, marching up 5th Ave in New York's Puerto Rican Day Parade.



WHAT AA MEANS TO NY: Providing Emergency Help Where It's Needed

Assisting those in need of medical or other emergency care is one way in which American Airlines shows its appreciation to Greater New York—where we have served air travelers for nearly 80 years.

Airline employees work closely with health professionals—sometimes in other countries—to ensure the children are transported to medical facilities in New York and throughout the country. AA also provides cargo space on its planes to Caribbean and Latin American locations for disaster relief efforts.

And we transport physicians and medical supplies to these locations when emergencies arise. AA in New York also supports the Starlight Starbright Children's Foundation, founded by Steven Spielberg and Peter Samuelson.

This international nonprofit is dedicated to brightening the lives of seriously ill children, and its programs in the Tri-State Area benefit more than 25,000 children and their families every year.



LET US ENTERTAIN YOU!

The Starlight Starbright Children's Foundation, supported by AA in New York, brings circus-style fun to the lives of seriously ill children and their families.

JFK EXCHANGE is created by the JFK Communications Committee. If you are interested in joining please contact:

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JFK JLT's First Success

Continued From Page 1

There are literally dozens of items. If there is a problem and a department is falling behind, the RMOD brings in help." When departments work separately, the blame game can fester, Bob points out. But having everyone act as a team on Flight 167 has led to a feeling of pride among the departments involved.

What' next? In an effort that began on June 1st, the successful template for Narita flight 167 is being applied to Flight 951 to Sao Paulo. But JFK-GRU brings an additional challenge—instead of having a plane already in place as with JFK-NRT, the Sao Paulo flight works off a turn from a flight arriving from another destination, imposing yet another time constraint. However the results of the JFK-GRU effort were already showing improvement as this issue of JFK Exchange went to press.