

Alaska, Horizon pursue 'greener skies'

Sea-Tac project aims to reduce aircraft fuel consumption, emissions and noise

By Christy True

Alaska Airlines is testing new flight procedures at Seattle-Tacoma International Airport this summer that will reduce the carrier's environmental impact during airport approaches.

The project is being conducted in cooperation with the Port of Seattle, Federal Aviation Administration (FAA) and The Boeing Co. Dubbed "Greener Skies," it is focused on using satellite-based flight guidance technology pioneered by Alaska to operate more efficiently and reduce aircraft fuel consumption, emissions and noise in the Puget Sound region. Alaska and Horizon Air are seeking FAA approval for the procedures, which could ultimately be used by all properly equipped carriers at Sea-Tac.

"This is a practical, common sense approach to reducing our impact on the Puget Sound region, while also helping the airlines' bottom line by reducing fuel expenses," said **Megan Lawrence**, managing director of government and community relations. "It really is a win-



Don Conrad

An initiative dubbed "Greener Skies" will help Alaska Airlines reduce fuel consumption, noise and emissions during approaching to Seattle-Tacoma International Airport.

win approach for everyone involved."

Testing began June 16 on an Alaska Airlines Boeing 737-700 during a noncommercial flight. Typically, aircraft follow a lengthy approach pattern

and series of stair-step descents before landing. Using satellite guidance technology called Required Navigation Performance (RNP) and a continuous descent, aircraft can fly from cruise

altitude to an airport runway along a shorter, more direct path at low power.

The new descent approaches to Sea-Tac enabled by this next-generation technology will benefit Seattle in several ways. Alaska Airlines estimates they will cut fuel consumption by 2.1 million gallons a year and reduce carbon emissions by 22,000 metric tons — the equivalent of taking 4,100 cars off the road every year.

In addition, the new procedures will reduce overflight noise exposure for an estimated 750,000 people living within the affected flight corridor. For example, the most common approach would turn over Elliott Bay instead of continuing north and making the turn over Ballard or North Seattle. This reduces the populated area that aircraft fly over before landing.

"These improved flight procedures at Sea-Tac will help Alaska Airlines and Horizon Air minimize the environmental impact of our operations on the communities we serve," said **Gary**



Continued on The Back Page



Alaska Airlines Torchlight Parade July 25

Calling all mermaids and mer-men, swabs and skippers, captains and would-be pirates! It's time to show your Spirit at the Alaska Airlines Torchlight Parade along Fourth Ave in Seattle.

The festivities begin with Fanfest from noon to 5 p.m. at Westlake Center. During the event, volunteer Alaska and Horizon employees — including members of the Spanish-speaking Latin Culture Resource Group — will hand out coupons, brochures and other travel information.

Children will have an opportunity to have their picture taken with the Alaska and Horizon mascots and enjoy an activities table where they can make paper airplanes and pirate hats.

Fanfest also will feature performances by dancers representing Alaska Native, Hawaiian and Mexican culture.

If you can't make it downtown, KIRO will broadcast the parade live, beginning at 6:30 p.m. with a pre-parade special. Full parade coverage starts at 7:30 p.m.

Alaska helps government boost efficiency

Airport of the Future offers lessons to Social Security Administration

By Robert Carrington

Airport of the Future was created to help air travelers, but it is attracting attention from an unexpected source — the Social Security Administration. Four government employees visited Alaska Airlines last spring to tour the carrier's patented check-in process and learn how the project came about.

Ed White, vice president of real estate and head of the project, says he was surprised when they contacted him. While Airport of the Future had been featured prominently in the media — including The Wall Street Journal and MSNBC — White says he did not expect a visit from a government agency.

"I couldn't see why it would interest someone outside of the airline industry," White says. "But their response absolutely floored me. They said, 'You can't imagine how many parallels there are to our operation.'"

Visitors Joy Chang, Frank Gavio, Frieda Cheslow and Brad Flick visited Corporate Headquarters to talk with White and others, then toured Seattle-Tacoma International Airport to see the real thing.

"I was surprised at the level of detail



Social Security Administration employees (from left) Frank Gavio, Joy Chang, Frieda Cheslow and Brad Flick finished their visit by watching Airport of the Future in action.

they wanted to get into," White says.

The visitors came to Alaska as part of a program designed to prepare senior executives. They are currently drawing up a presentation on the management principles they found at Alaska Airlines.

"It's very much a direct compliment to our innovation and leadership," White says.

Jeff Anderson, director of airport technology, says the Social Security Administration employees were interested in reproducing aspects of Alaska's culture.

"When organizations design things, they tend to get stuck," says Chang of



Continued on The Back Page



Alaska's World

in June



RECOGNITION

Employees get PST credits for topping J.D. Power list

J.D. Power and Associates has once again ranked Alaska Airlines highest in customer satisfaction among traditional network carriers in North America in its annual study. This is the second year in a row that Alaska has placed first in J.D. Power's independent survey of customer satisfaction (the carrier tied with Delta in 2008).

In appreciation of this recognition, every regular, active full- and part-time Alaska and Horizon employee eligible for travel as of July 1, 2009, received four one-way positive-space travel (PST) credits.

— Posted to the Web on June 30

RELIABILITY

May on-time best for 2009, satisfaction highest ever

Alaska Airlines exceeded its on-time and customer satisfaction goals for May — resulting in a \$100 bonus for every employee under the Operational Performance Rewards (OPR) program. The carrier's on-time rate of 85.7 percent was the highest of the year while its customer satisfaction score of 79.2 percent represents an all-time record since the OPR program began.

May's on-time percentage placed Alaska fourth among the top 19 carriers and first compared to its relevant competitors in the Department of Transportation ranking.

— Posted to the Web on June 25

MARKETING

Employees march in step to prep for Torchlight Parade

Many employees are working behind the scenes to ensure that the first-ever Alaska Airlines Torchlight Parade will be a memorable event. A Seattle tradition in its 60th year, the parade will start at 7:30 p.m. Saturday, July 25, along Fourth Avenue in downtown Seattle.

Alaska will feature a float with the theme "Celebrating the People and Places We Serve."

Famed Iditarod musher Martin Busser will lead the way on his sled with the

On the Web

June's most-read stories

- 1) Mexico resorts offer great deals to lure travelers.
- 2) Alaska battles Virgin America.
- 3) SummerFest tickets on sale.
- 4) Employees march in step to prep for Torchlight Parade.
- 5) Building the route system: Alaska has grown 40 percent since 2000.

Read full versions of these and other stories online. Click the *News Archives* button on the alaskasworld.com home page, then click June 2008.

appearance of being pulled by eight of his dogs. Dance troupes from Alaska, Mexico and Hawaii will perform along the parade route to promote some of the airline's vacation destinations.

— Posted to the Web on June 24

FINANCE

Air Group board approves \$50 million stock buyback

Alaska Air Group's board of directors approved a stock repurchase program authorizing the company to buy up to \$50 million of its common stock. Air Group will pay for the shares using a portion of the \$1.1 billion in cash it has on hand.

"This program allows us to enhance shareholder value through the repurchase of outstanding shares while preserving our strong cash balance," Chairman and CEO **Bill Ayer** said. "Even after the repurchase, Air Group will continue to have the best cash position among major U.S. airlines."

Air Group's stock, which had been trading in the \$15-a-share range, surged to above \$20 in July, but is still down from a 2009 high of nearly \$31 last January.

— Posted to the Web on June 11

COMPETITION

Virgin America loses money, challenges Alaska for profits

Virgin America has been in business only since August 2007, but is already affecting West Coast and transcontinental markets. And while Virgin is taking some market share from its competitors, the San Francisco-based startup's financial losses continue to be significant.

With a fleet of 34 Airbus jets, Virgin

America serves nine cities across the country, offering low fares and what the carrier describes as "fun, innovative inflight amenities that are reinventing domestic air travel," including Wi-Fi service on every aircraft.

Virgin America's current schedule overlaps 18 percent of Alaska's route network. Alaska has lost some traffic to Virgin, mainly in the Seattle-Los Angeles, Seattle-San Francisco and Los Angeles-Washington, D.C., markets.

Alaska is working to maintain its market share with a full-court-press of advertising, pricing, scheduling and Mileage Plan initiatives.

— Posted to the Web on June 3

LABOR RELATIONS

Tentative agreement on AMFA contract extension

Alaska Airlines and the Aircraft Mechanics Fraternal Association (AMFA) jointly announced a tentative agreement on a proposed two-year contract extension for the airline's 665 aircraft technicians.

The proposal to extend the contract through Oct. 17, 2011, will be presented to union members for review and a ratification vote. The ratification process is expected to be completed by late July. Currently, the contract is amendable on Oct. 17, 2009.

— Posted to the Web on June 4



A cowboy statue stands in front of the Austin State Capitol.

NETWORK

Alaska expands Texas service with San Jose-Austin flight

Alaska Airlines announced it will inaugurate daily service between San Jose and Austin, starting Sept. 2. Earlier this year, the carrier announced plans to link Seattle and Austin with a daily roundtrip flight, starting Aug. 3.

Alaska added San Jose-Austin service after American Airlines announced it will leave the market in August.

— Posted to the Web on June 22



Alaska Airlines dashboard

June 2009

DOT on-time performance

Goal: 80%

2009 84.5%

2008 77.8%

↑ 6.7 points

Scheduled completion rate

Goal: 99%

2009 99.7%

2008 99.2%

↑ 0.5 points

Baggage time to carousel

Average at SEA

First bag 14:59 minutes

Last bag 18:23 minutes

Mishandled baggage rate

Goal: 4 or fewer per 1,000

2009 4.0

2008 4.5

↓ 0.5 bags

Cargo shipped

Pounds of freight & mail

2009 11.7 million

2008 11.7 million



Customer satisfaction overall OPR score

Goal: 72%

May 2009 79.2%

May 2008 75.2%

↑ 4.0 points

Load factor

2009 83.3%

2008 81.6%

↑ 1.7 points

Fuel cost

(AAG price per gallon, inc. hedging)

May 2009 \$1.75

May 2008 \$3.26

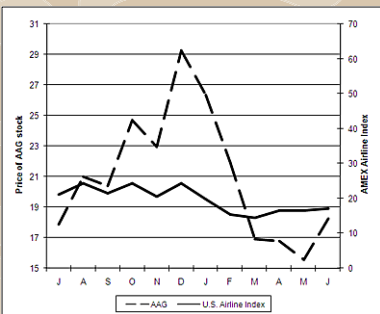
↓ 46.3%

OPR payouts

To be paid in July \$250

Year to date \$350

Air Group stock price



Close (June 30).... \$18.26
52-week range.... \$10.10 - \$30.95

Alaska steps up focus on diversity and inclusion

By Robert Carrington

In pursuing its strategic goal of building a diverse and inclusive work force, Alaska Airlines is marking several milestones this year, including a mandate for company-wide diversity training, expanding its roster of employee resource groups and creating employee integration leaders.

outside attention.

Last year, Alaska was one of only five companies in the nation to be recognized by the federal government for being a top place for veterans to work. Alaska received the honor as part of the Good Faith Initiative for Veterans Employment (G-FIVE) program, which helps military men and women entering the workforce.

Goal 2: Work together to build a diverse and inclusive company where everyone is valued, committed and connected.



“Our biggest achievement in 2009 has been expanding the infrastructure for diversity and inclusion,” says **Kelley Dobbs**, vice president of human resources and labor relations.

The company’s increased focus on diversity and inclusion during the past few years has already garnered some

Alaska was recognized for employing more than 800 veterans and transporting soldiers seeking medical treatment with miles donated to its “Hero Miles” program.

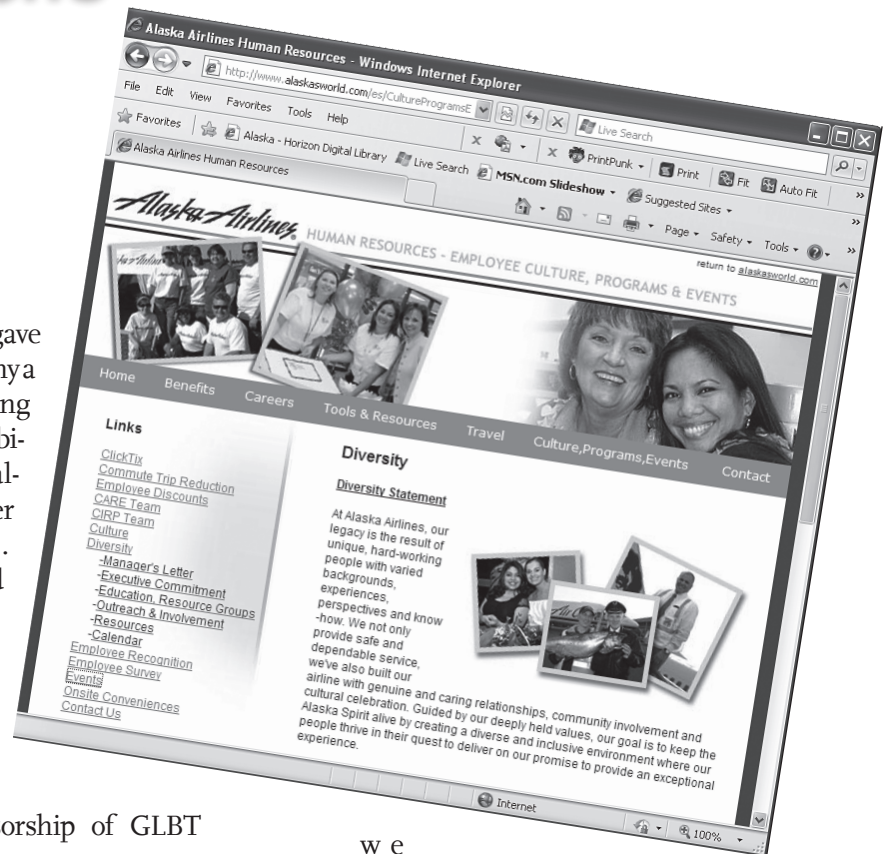
The Human Rights Campaign (HRC) Foundation also named Alaska as one of the best places to work for

2009 and gave the company a perfect rating for gay-lesbian-bisexual-transgender equality. HRC cited Alaska’s benefits policy for same-sex partners and sponsorship of GLBT events.

This year, new and expanded efforts at Alaska include:

- **A one-hour online class** on diversity awareness. Completing the course by the end of the year is mandatory for all managers and any employee who has not previously taken diversity awareness training.

“It’s a necessary step to keep Alaska relevant in the 21st century, especially as



we move toward a more global community,” says **Laurinda Bellinger**, who leads the Black Employee Resource Group.

- **Expanding the number of Employee Resource Groups.** These groups are designed to aid networking within the company, connect Alaska Airlines with



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First bag fee meeting revenue projections

By Christy True

Alaska Airlines and Horizon Air have been collecting a \$15 charge for the first checked bag since July 7 and, so far, revenue has lived up to projections and the initiative has gone smoothly except for longer wait times at some stations.

During the first four days of the new charge, revenue averaged about \$285,000 a day for fees covering first and second checked bags for Alaska Air Group, according to **Kevin Thiel**, director of revenue accounting.

Of that amount, roughly 80 percent — or \$228,000 — is coming from passengers who are checking only one bag. Those numbers do not include fees for oversize or additional bags.

The company has said the new fees are expected to generate about \$70 million a year, which would represent an average of \$192,000 a day. Higher revenues are needed during the summer, however, to balance out lower revenues during slower months, said **Brandon Pedersen**, vice president of finance and controller.

“These early numbers indicate we’re in the neighborhood (with projections),” he said. “And since we announced the fee, we don’t have any evidence to suggest that customers are booking elsewhere.”

In addition, nearly 80 percent of bags have been delivered on target under the new “Baggage Service Guarantee,” which promises customers that bags will be on the carousel within 25 minutes of their flight arriving at the gate. To receive compensation, passengers need to request a certificate. Of those who received a certificate during the first few days of the guarantee, only 10 have redeemed them online so far.

Nine of those opted for 2,500 miles in their Mileage Plan account while one received a \$25 e-certificate.

Frontline managers said few passengers are remarking on the fee.

The number of people trying to carry on too much luggage to avoid the fee has also turned out to be a non-issue. Additional employees were stationed at security lines and gates to monitor passengers who intended to carry on excess or oversize bags. The few who did were asked to check them at the gate.



Goal 5: Generate profits that adequately compensate our investors and enable us to fund our future.

“Reaction so far has been fairly mellow. Most customers expected it,” said **Celley Buchanan**, manager of station operations at Los Angeles International Airport.

In Seattle, passenger response has also been subdued, according to Passenger Service Manager **Frank Martin**. “I would say 99 percent of passengers are accepting it with no negative comments,” he said.

In most cases, lines at airports after the first day have not been longer than usual because of it. Portland and a few other stations are reporting longer lines because of the extra time it takes to complete the fee transaction, but those waits are shortening each day.

“While Portland’s ticket counter is fortunate to have higher flight loads than we normally see, the increased transaction time — coupled with four times the usual amount of cash being handled — means we are seeing longer wait times and an increased need for

staffing. We are taking every available step to provide the necessary staffing to improve the customer experience,” Portland Customer Service Manager **Don Davies** said.

Jeff Butler, vice president of customer service — airports, added that employees should feel positive about the revenue that is being raised because of their efforts.

“While it takes more effort to collect the fee, employees should know that what they’re doing will make a differ-

ence for the airlines’ bottom line,” Butler said. “We are really proud of the effort employees are expending to make this a success. The revenue this is generating will ensure that our fares will remain competitive and we will be a strong player in this very difficult industry for a long time to come.”

Inflight Services Duty Manager **DJ Brooks** said flight attendants report they are not hearing passengers complain once they board. Nor have cabin crews seen an increase in the number or size of carry-on bags.


Seattle and Boise reservations agents are also not hearing much about the fee, Seattle Call Center Director **Chris Hjort** and Boise Reservations Manager **Del Hartje** said. A few customer have complained, Hjort added, but mostly they just ask questions about it.

Extensive planning across many departments to ensure employees and passengers were well prepared accounts for the success in implement-

ing the new fee and baggage delivery guarantee, according to Project Manager **Susan Kostoff**.

“Implementing the first bag fee and baggage service guarantee was a monumental effort. Over 30 employee groups plus vendors were involved,” Kostoff said. “The project team members put forth a tremendous effort to ensure the changes would be smooth for customers and frontline employees. I’m very proud of everyone who contributed to the success of the project.”

One key effort involved the Airport Technology team, which worked quickly to make sure customers could pay the fee during Web check-in or at kiosks when it was implemented on July 7. Team members also had to reprogram software to link that date to ticket purchases made after May 1.

One surprise was the number of people who chose to pay. So many people proffered \$20 bills that some stations ran short of \$5 bills and had to get more cash. The stations are now better supplied with \$5 bills. 

Strategic Goals

1. Be No. 1 in safety and compliance
2. Work together to build a diverse and inclusive company where everyone is valued, committed and connected.
3. Deliver on core operational promises: run a reliable, on-time airline.
4. Make flying easy. Provide caring service and great value to keep and win customers.
5. Generate profits that adequately compensate our investors and enable us to fund our future.

CSA helps restore hope in her homeland of India

Volunteer provides translation for doctors treating burn victims

By Nisha Chaudry

As the wheels of the plane lifted off the runway at San Francisco International Airport, I thought about all that had changed in my life since I'd last visited India 13 years ago. What would I make of the total transformation I'd heard had taken place in the country of my birth?

All of the news reports I'd read or heard indicated that India had one of the fastest-growing economies in the world. That it would be one of the next superpowers. That equality was taking root in the form of a strong middle class. I was eager to see how the years had changed this country so steeped in history and tradition.

I was on my way back to India as part of a volunteer team for Interplast, an organization that provides free reconstructive plastic surgery for the poor in developing countries. I'd wanted to be part of an Interplast team for a long time, but wasn't quite sure how I could help. Bracing myself for what I'd encounter, I later found plenty of hope where it would be easy to succumb to despair.

I don't have a medical background and I knew Interplast's surgical team trips are made up of doctors and nurses — not lay people like me. But when a family friend mentioned Interplast needed a translator for an upcoming team trip to Dehradun, India, I eagerly submitted my application.

Our group would help with the backlog of cases being handled by a dedicated father-son team who direct one of Interplast's 12 year-round in-country Surgical Outreach Centers. Seventy-five percent of the surgeries Interplast performs take place at these centers.

There were 16 of us in all: the usual complement of surgeons, pediatricians, anesthesiologists and nurses, plus two of us handling the demanding job of coordinators/translators. Augmenting this core group of volunteers on this particular trip were a hand therapist, photographer and Interplast staff member.

Those of us on our first volunteer trip with Interplast were filled with apprehension and excitement. We were comforted by the stories of several who had volunteered with Interplast for more than two decades. Volunteers spend two weeks of their annual leave to participate in these trips — and they pay a nominal sum for the privilege! Imagine the dedication of a doctor who's been doing this for 23 years. Some have been volunteering even longer.

This year, Interplast is celebrating 40 years of providing reconstructive surgical care to the world's poor. Their commitment inspired me.

Inspiration was harder to find on the ground in Dehradun — at least at first. What we saw was not the India



John Urban / Interplast

San Francisco CSA Nisha Chaudry comforts a young girl with the same first name who suffered burns when her flowing scarf caught fire while she was cooking.



John Urban / Interplast

A young man named Pankaj was burned while making tea for his family. A doctor treated scar tissue under Pankaj's arms, enabling him to ride his bicycle again.

I'd been reading about. It was a place where the poor had been left behind. An India where wood and kerosene stoves with open flames are still the primary means of cooking among the poor. An India where burns kill and permanently disfigure women and children, in particular, with alarming regularity. I learned that burns are the third-leading cause of disease in India, and that they are the seventh-leading cause of death for Indian school-aged children.

As a translator, my job was to ask the long line of people waiting to be seen at the clinic how they were injured. Their answers were universally sad: kitchen accidents, lamps with open flames, domestic violence. Patients sat before me with hands frozen into claws, eyes pulling down toward cheeks, lips curling back or arms stuck to sides. Nearly 7 million people each year suffer from burn-related injuries, which often leave them disfigured, disabled, stigmatized and shunned.

It is heartbreaking. Burn patients' eyes show shame and suffering, but

they have done nothing to warrant it. I was struck by the physical and emotional pain they live with. It was easy to feel despair, but, instead, I found hope in the eyes of these strangers.

I saw it in Nisha, a young girl who shared my name. Eighteen months earlier, Interplast volunteers released the scar tissue that had fused her head to her shoulder after her dupatta (a commonly worn flowing scarf) caught fire while she was cooking. Nisha had returned this year to have her hand and fingers released so she could complete her household chores.

And I found inspiration in Pankaj, who was burned while making tea for his family. Pankaj was scheduled to have the scars contracting his neck released. That is, until he pulled me aside and said, "Please tell Mr. Surgeon to do my arms — and next time he can do my neck."

It turned out the tightened scar tissue in Pankaj's armpits made it very difficult to ride his bike to and from school. Even the news that he had to stay at the hospital for a few days and would miss sitting for his exams (and lose an entire year of school) could not dampen his beautiful spirit.

I am grateful for the role we played in enabling him to ride his bike to school without pain. It was such a simple request, yet I know the surgeon's willingness to grant his wish has truly changed Pankaj's life.

As I reflect on the bright and hopeful spirit of the patients who touched our hearts, I learned that change hasn't come to everyone in my beloved homeland. But a dedicated group of passionate people is doing what it can to heal bodies, change lives and empower communities. That's change I can believe in.

Nisha Chaudry is a customer service agent in San Francisco.

Snapshot



Yuko Tacha

Lead Customer Service Agent
Portland

Joined Alaska Airlines
August 2000

Family

Husband, Tom. Children: Jackie, 12, Rachel, 11, Tommy, 6

Most memorable Alaska moment

I was so happy when I heard we were flying to Hawaii. My parents are in Japan, so I feel like I'm halfway there.

Favorite destination

New York City. I took the kids out to see the Macy's Thanksgiving Day parade.

Last nonrev trip

Ixtapa/Zihuatanejo. We swam with dolphins — that was the most memorable thing.

Favorite movies

"Far and Away," and "Legends of the Fall"

Favorite song

"Crying" — by Aerosmith. It's the song that was playing when I met my husband.

Least favorite household chore

Taking out the garbage is not my thing.

On the Web

Read more about Alaska's people at alaskasworld.com/people



The daily flight from Juneau arrives in scenic Gustavus.

Gorgeous Gustavus

Story and photos by Christy True

Located just 50 miles west of the bustling state capital of Juneau, the small town of Gustavus and nearby Glacier Bay are a world away from the large cruise ships and tour buses that make up much of the summer business in larger Southeast Alaska cities.

Gustavus is the only Alaska Airlines' station to operate seasonally — opening in mid-June and closing near the end of August to coincide with the cruise ship season. Most employees who work there are seasonal, while three return to Juneau during the rest of the year.

While many people who visit Gustavus are cruise ship passengers headed to Glacier Bay National Park, the surrounding Alaskan wilderness is also a huge draw for kayakers, nature lovers and sports fishers, who hook halibut and salmon in nearby Icy Strait.

In addition to glacier-clad fjords, visitors can see 15,000-foot mountains and abundant wildlife, including bear, wolf, moose, orca and humpback whales.

The only ways to get to the park are by boat and charter or commercial aircraft, giving it an intimate, uncrowded feel even during the summer. There are no roads to and within Glacier Bay and no Alaska Marine Highway Ferry service.

Only smaller cruise ships are allowed to dock in the bay and motor boats are banned from many of the inside waterways, giving whales free rein.

Gustavus has fewer than 500 year-round residents. It's a place where everyone knows each other and they all wave when passing on the road. The local "phone book" is a double-sided single page.

When two passengers recently arrived from Nome with a bag missing,

Station Agent Cecile Elliott loaned them a full complement of camping gear so they could keep their plan of staying at the free campground in Glacier Bay.

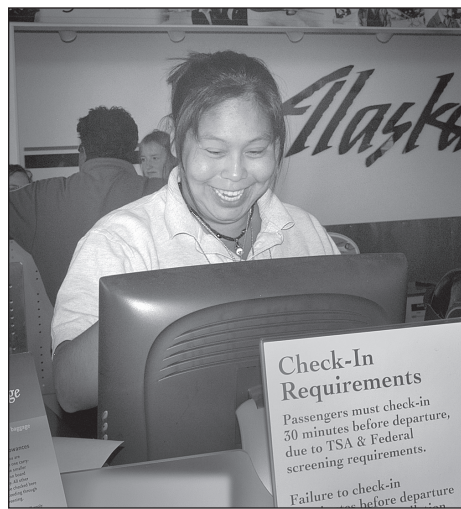
She then delivered their bag to the campground when it arrived. 



Brown bears are a common site in and around Glacier Bay



Monica Kunat and Simon Ortega are seasonal ramp service agents in Gustavus.



Angela Hazen jokes with a passenger.



Cecile Elliott talks to a passenger.



Cecile Elliott (left) and Mary Weaver help unload bags. All employees pitch in with all tasks in Gustavus.



Brian Raysin works in Juneau most of the year and Gustavus during the summer. He is one of the most experienced employees at the station.

Travel tips

Gustavus

"The best place to stay and eat is the Gustavus Inn. The inn has the most beautiful garden and serves salads and desserts from there. And Dave the owner/operator grew up in Gustavus and has a wealth of valuable local insight and information.

My favorite things to do in Gustavus (other than eat locally grown or caught food) is to kayak — it is the best place for wildlife viewing and relaxation. You can rent kayaks (this comes complete with a full kayak orientation from owner-operators) from Glacier Bay Sea Kayaks or take a guided expedition from Spirit Walker Expeditions.

— Cecile Elliott, station agent

"Berry picking is really fun and you can do it all summer long. First come salmon berries and cloud berries in early July. The strawberries are just as yummy and can be found on the beach and in woody areas. The blueberries will come in late July or early August. The best place to find them is out at Glacier Bay National Park, right on the side of the road. There are also the hard-to-find nagoon berries."

— Angela Hazen, station agent

"I don't golf much but I have a couple of times in Gustavus. It is a great 9-hole course. You can play at midnight if you want, just put your money in the coffee can and go play. \$15 for a round of golf."

— Mary Weaver, station agent

GUS

Opened: Joined Alaska Airlines as part of the Alaska Coastal merger in 1968.

No. of employees (seasonally): 7 (3 work in Juneau when Gustavus is closed).

Daily flights: 1

Destinations: JNU

Of special note: Alaska offers the only jet service to Gustavus, although three smaller airlines provide daily flights. Last summer, Alaska Airlines delivered 33,000 pounds of the town's cargo. All employees are station agents, meaning they perform all tasks at the station.

July 2009



Hans Pann
Captain/SEA

Carol Rumbaugh
Flight Attendant/PDX

Cathi Swearingen
Flight Attendant/LAX

Diane Turner Hihara
Flight Attendant/LAX

Thomas Werry
Captain/SEA

Linda Yahnke
Flight Attendant/LAX

Mark Tracy
Senior. Network Systems
Specialist/SEA

Richard Weidner
Captain/SEA

James Wilkins
Flight Attendant/ANC

Jody Woodward
Administrative Assistant/SEA

15 Years

Michael Battista
Lead Reservations
Sales Agent/KVY

Denise Bettge
Call Center Inventory
Specialist/KVY

Chalis Blomquist
Flight Attendant/PDX

Richard Chojnacki
Reservations Sales Agent/PHX

Rose Dunleavy
Customer Service Agent/ANC

Marictza Flores
Customer Service Agent/LAX

Susan Kilfoyle
AOG Desk Planner/SEA

Nicolina Lee
Flight Attendant/SEA

Michael Lumsden
Ramp Service Agent/SEA

Lori Manning
Human Resources
Labor Manager/SEA

Traci McHenry
Director Customer
Service SOC/SEA

Christopher Mears
Manager Emergency
Preparedness/SEA

Kyle Mossman
Senior Database
Administrator/SEA

Matthew Pedersen
Director Construction
& Facilities/SEA

Jay Phillips
Ramp Service/ANC

Santiago Santoyo
Lead Customer Service
Agent/SEA

Stephanie Speer
Customer Service Agent/SEA

Tamara Sweeney
Flight Attendant/SEA

Ann Terry
Flight Attendant/LAX

Janet Twedt
Customer Service Agent/SEA

10 Years

Amy Baker
Senior Systems Analyst /SEA

Michael Branson
Stores Agent/LAX

Mary Breffeilh
Lead Customer Service
Agent/JNU

Carroll Campbell
First Officer/ANC

Amado Chacon
Field Systems Specialist/SEA

Mary Dill
Payroll Analyst/SEA

Rodney Grimes
Manager, Fleet Service
Performance/KVY

Kenneth Gunderson
Mail Specialist/SEA

Larry Hall
Dispatcher/SEA

Jeffery Heard
Line Aircraft Technician/ANC

Mark Howarth
Supervisor Line
Maintenance/LAX

Heidi Hughes
Lead Customer
Service Agent/KVY

Christeen Journey
Unix Systems Specialist/SEA

Scott Kaller
Station Supervisor/SNA

Alexandra Klimasara
Administrative Assistant/KVY

Richard Kotzyba
Reservations Sales Agent/PHX

Steven Kriese
First Officer/SEA

Tracey Laurion
Inflight Office
Administrator/ANC

Kichul Lee
Accounting Specialist/SEA

Marcus Magwood
Line Avionics Technician/SEA

Rita Martin
Reservations Sales Agent/PHX

Noel Ortilla
Ramp Service/BRW

Jeffrey Parker
First Officer/LAX

Rhonda Pearce
Administrative Assistant/ANC

Carrie Perman
Lead Reservations
Sales Agent/BOI

Gayaneshwar Pillai
Aircraft Records Analyst/SEA

Robin Porter
Flight Attendant/SEA

Edward Pryor
Senior Systems Analyst/SEA

Chris Ramirez
Voice Systems Specialist/SEA

Cathy Roberts
Accounting Specialist/SEA

Dolores Saldana
Senior Systems Analyst/SEA

Clifford Sales
Customer Service Agent /NU

Joseph Salmon
First Officer/SEA

Nicole Szarko
Lead Customer
Service Agent/SEA

Janet Thrash
Lead Reservations
Sales Agent/KVY

Mahe Tua'l
Ramp Service/BRW

Alofa Uepa
Accounting Specialist/SEA

Thomas Van Lew
Vendor Representative-Vendor
Maintenance/SEA

Teresa Velarde
Customer Service Agent/OAK

Lisa Vigil
Manager Partnership Marketing
&Loyalty Communications/SEA

Gary Vinant-Tang
First Officer/LAX

Duaine Weston
AAG Project Manager/PDX

5 Years

Selah Ayers
Flight Attendant/SEA

Sharie Baldwin
Customer Service Agent/LAX

Sandra Barrett
Flight Attendant/SEA

Carol Bartz
Flight Attendant/LAX

Joanne Cochran
Flight Attendant/SEA

Cynthia Coleman
Flight Attendant/LAX

Pablo Diaz Fontao
Ramp Service/ANC

Katie Dresel
Flight Attendant/LAX

David Flores
Customer Service Agent/PDX

Deborah Fountain
Flight Attendant/LAX

Kelsey Gentry
Flight Attendant/SEA

Sharon Grant
Flight Attendant/LAX

Erin Griffin
Flight Attendant/SEA

Crystal Halpin
Flight Attendant/LAX

Brooke Haskell
Flight Attendant/SEA

Stephanie Kalis
Customer Service Agent/SEA

Holly Kwan
Flight Attendant/LAX

Gary Leatherman
Stores Agent/SEA

Brian Malone
Network Planning Analyst/SEA

Ana Manu
Lead Customer
Service Agent/BRW

Shannon Murray
Flight Attendant/ANC

Robert Navarre
Flight Attendant/LAX

Jennifer Porcellino
Flight Attendant/LAX

David Sharpe
Flight Instructor-Simulator/SEA

John Thomas
Customer Service Agent/SEA

Michael Tobin
Manager Dangerous
Goods/SEA

Cicelyn Turkson
Flight Attendant/LAX

Leronda Williams
Flight Attendant/LAX

Munodaoni Williams
Flight Attendant/SEA

Jonathan Zane
Flight Attendant/LAX

40 Years

Judi Topham
Flight Attendant/SEA

35 Years

Shakuntla Gupta
Lead Accounting Specialist/SEA

Kathy McLeod
Customer Service Agent/SIT

Patricia Rothwell
Customer Service Agent ANC

James Tovsen
Ramp Service Agent/ANC

30 Years

Susan Afton
Customer Service Agent/FAI

Dalila Hernandez-Williams
Customer Service Agent/PHX

Jeffrey Munro
Duty Manager, Cargo/ANC

Jeffrey Olver
Manager Regional
Cargo Operations/SEA

Bevin Richardson
Flight Attendant/SEA

25 Years

Virginia Cavins
Flight Attendant/LAX

Gina Covina
Flight Attendant/LAX

David Daly
Captain/SEA

Whitney Dawson
Flight Attendant/SEA

James Depriest
Flight Attendant/LAX

Gregory Dykes
Captain/SEA

George Elmies
Flight Attendant/LAX

Nanci Farah
Flight Attendant/LAX

Patricia Gardner
Flight Attendant/SEA

Steven Higginbotham
Captain/SEA

Richard Jabusch
Dispatcher/SEA

Shirley Kingery
Flight Attendant/LAX

Kimberly Leybourne
Flight Attendant/LAX

Dayton Maltby
Captain/SEA

Christopher Mennella
Captain/SEA

20 Years

Christine Althen
Flight Attendant/PDX

Erin Arena
Customer Service Agent/SFO

Marco Basilio
Reservations Sales Agent/KVY

Marcos Comotto
Lead Customer
Service Agent/SFO

Yvonne Core
Flight Attendant/SEA

Ruth De La Rosa-Ranck
Flight Attendant/LAX

Nestor Fernandez
Line Avionics Technician/SEA

Lisa Garton
Flight Attendant/SEA

Joseph Gerardi
First Officer/SEA

Abbe Gloor
Flight Attendant/SEA

Mitchell Grant
Line Avionics Technician/PDX

Elva Guzman
Customer Service Agent/PDX

Shawn Harris
Lead Line Aircraft
Technican/SEA

Tammara Kask
Flight Attendant/SEA

Angela Kennedy
Flight Attendant/PDX

Donald King
Line Aircraft Technician/PHX

Celina Leon
Reservations Sales Agent/PHX

Tim Levine
Lead Line Aircraft
Technician/LAX

Michelle Nakaya
Supervisor Vacations
Accounting/SEA

Greg Peterson
Flight Attendant/SEA

Darcy Pinson
Supervisor Statistics/SEA

Christy Reid
Flight Attendant/PDX

Maria Ricketts
Flight Attendant/LAX

Clarence Seaton
Line Inspector/SEA

Craig Smith
Ramp Service/JNU

Roger Snively
Manager, Station Administra-
tion & Operations Support/KVY

Curt Summers
Ramp Service AgentANC



Coming Up

Wed. Jul 22	M&E Tour / Seattle Hangar
Thu, Jul 23	AAG Q2 financial results / SEA
Sat. Jul 25	Seafair Torchlight Run / SEA
Sat, Jul 25	Torchlight Parade / SEA
Sat, Aug 1	Seafair Air Show / SEA
Sat, Aug 1	Courage Classic Bike Ride / SEA
Mon, Aug 3	Seattle-Austin inaugural / SEA
Wed, Aug 5	Blood Drive / SEA
Wed, Aug 12	Retirees Picnic / SEA
Thu, Aug 13	M&E Tour / Seattle Hangar
Thu, Aug 26	M&E Tour / Seattle Hangar
Fri, Sep 4	Blood Drive / SEA
Thu, Sep 10	M&E Tour / Seattle Hangar
Tue, Sep 15	Diversity Brown Bag Lunch / SEA
Wed, Sep 23	M&E Tour / Seattle Hangar
Wed, Sep 23	Seattle-Houston Inaugural / SEA
Thu, Oct 8	M&E Tour / Seattle Hangar
Wed, Oct 14	Blood Drive / SEA
Thu, Oct 22	AAG Q3 financial results / SEA
Fri, Oct. 23	Seattle-Atlanta Inaugural / SEA
Fri, Oct. 28	Diversity Brown Bag Lunch / SEA
Thu, Nov 12	M&E Tour / Seattle Hangar
Thu, Nov 19	Crafts Fair & Holiday Bazaar / SEA

For more info on these events, click 'Employee event calendar' on the aw.com home page



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Continous descent part of FAA modernization plan

Continued from Page One

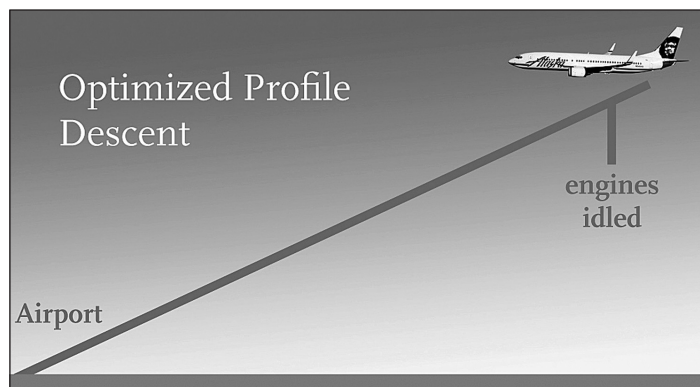
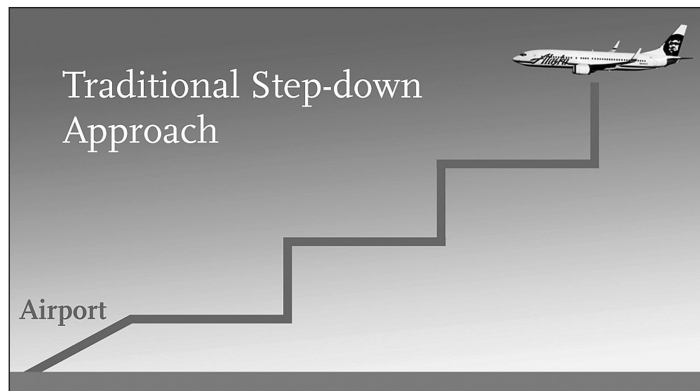
Beck, Alaska's vice president of flight operations. "With FAA approval, we hope the procedures will be available to all carriers and gradually integrated into the Seattle air traffic system. This project could also become a blueprint for expanded use of next-generation technology at more U.S. airports."

Alaska Airlines pioneered RNP flight-guidance technology during the mid-1990s to help its planes land at some of the world's most remote and geographically challenging airports in the state of Alaska. RNP provides computer-plotted landing paths with pinpoint accuracy by using a combination of onboard navigation technology and the Global Positioning System satellite network. It improves safety and reliability in all weather conditions and reduces reliance on ground-based navigation aids. Alaska Airlines currently uses FAA-approved RNP procedures at 23 U.S. airports.

Alaska is the only major U.S. air carrier with a fully equipped RNP fleet and fully trained crews. It is also the first airline approved by the FAA to conduct its own RNP flight validation. Horizon Air has a plan to fully equip its fleet with RNP, as well.


RNP and continuous descent procedures are part of the Next Generation Air Transportation System, the FAA's plan to modernize the National Airspace System through 2025. This initiative will increase airspace capacity and efficiency while improving safety and reducing environmental impacts by replacing older ground-based equipment with new satellite-based technology and aircraft navigation capabilities.

"This effort aligns with the Port of Seattle's commitment to operate the greenest airport in the nation," said Mark Reis, managing director of Seattle-Tacoma International Airport. "With Alaska and Horizon representing nearly half of the daily operations at Sea-Tac, this program not only benefits



our regional environment but also helps the airlines to operate more efficiently at Sea-Tac. We are working closely with Alaska, Boeing and the FAA to ensure these benefits are realized by our community as quickly as possible."

Planning and testing of the new procedures will continue through the remainder of the year and will be integrated into Alaska Airlines and Horizon Air's commercial operations at Sea-Tac, pending FAA approval.

More information about the Greener Skies Initiative is available on the Web at www.alaskaair.com/company; click "Social Responsibility," then click "Greener Skies Initiative." 

Government employees learn to speed customer service

Continued from Page One

the Social Security Administration. "They just add on to the existing model. Alaska Airlines started from a clean slate and challenged assumptions."

Chang says one of Alaska's strengths was having management that supported technology and innovation, devoted time to it and allowed for several attempts.

"Besides Airport of the Future, we found a lot of firsts at Alaska," Chang says. "It was the first to book flights over the Internet and offer Web check-in, for example."

Chang also noted Alaska's policy of seeking collaboration between departments in projects such as Airport of the Future. **Matt Pedersen**, director of construction and development, says the project included Marketing, In-flight and other departments that tra-

ditionally would not be involved in the design phase.

"From day one, a cross-divisional team participated in the design and programming of the Airport of the Future project," Pedersen says. "It was important that everyone went into the project with a sense of ownership."

White says the government agency visitors were interested in applying lessons from Airport of the Future to develop their Web site and benefits processing centers, which will need to be streamlined to handle baby-boomer retirements.

Streamlining was also the primary goal of Airport of the Future. To help get customers through the terminal lobby faster, the development team focused its attention on efficiency from the beginning — ultimately doing away with the traditional ticket counter.


"We looked at emergency rooms, fast food chains, the Department of

Motor Vehicles, other airlines — anywhere that needed to handle a large number of customer interactions," Anderson says.

Airport of the Future has made customer service agents twice as efficient, according to White, with an employee now processing 42 passengers an hour instead of 21. The performance increase did not involve overworking employees, he adds.

"It's not just a case of trying to fit 10 pounds in a 5-pound bag," White says, "There's a positive reaction from employees and from customers. It's very much a win-win for all constituents."

Pedersen says the principles used in Airport of the Future could be of assistance to other groups in addition to the Social Security Administration.

"Any organization today must utilize technology to streamline their process," he says. "I don't think anyone enjoys waiting in long lines." 

Alaska steps up diversity and inclusion efforts

Continued from Page 3

the communities it serves, and promote general diversity awareness.

The three oldest — the Gay, Lesbian, Bisexual or Transgender Employee Resource Group, Latin Culture Resource Group and Black Employee Resource Group — have laid the groundwork to define the role of these teams.

This year, the Younger Generation Employees Group formed and has already been involved in events. Also established this year, but not yet active,

are resource groups for employees in the military, those with disabilities and Native Alaskan workers.

"If we get it right with all of these groups — older people, younger people, the Latin-American community, the black community and so on — that's going to make a huge difference to the bottom line," says diversity consultant **Robert Hayles**, who is advising the company on its efforts.

Another step taken this year is the designation of integration leaders, who will help incorporate diversity and inclusion into their departments' prac-

tices. Having integration leaders working throughout the company, Dobbs says, is more effective than assigning an isolated department to the task.

The success of diversity programs has depended upon the support of employees working on every level of Alaska's operation, says **Lisa Latimer**, manager of employee culture, programs and events. 

• **On the Web:** See alaskasworld.com for an expanded version of this story, including contacts for the Employee Resource Groups.

Key information

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