



**Captain Jeffrey B. Osborne**

Managing Director System Operations Control  
Operations Planning and Performance

April 5, 2010

All SOC Employees,

Ref: System Operations Control (SOC) and Maintenance Operations Center (MOC)

SOC plays an important role in improving customer service by operating American's schedule safely and efficiently. We continue to work toward reaching our D-0 and A-14 targets and are making progress. In our highly competitive industry, it is worth noting that most carriers, including American, have made investments to improve dependability including adding block time, ground time and other initiatives.

As a part of these efforts, we added three M&E managers to SOC last year to improve communications between line maintenance, MOC and SOC. It is clear from this modification, and from observing other airlines, that co-located Operations and Maintenance results in better coordination, dependability, and customer service.

To further this effort, we will be relocating the MOC from Tulsa and Alliance to SOC. While many details remain unknown at this time, including how many employees from Tulsa will be affected, or when the moves will begin, please know that we will provide regular updates just as soon as we have new information to share.

This is obviously a significant decision for the company and one that all SOC employees will play an integral role in making successful. As such, we will also likely see changes to our internal processes and a reconfiguration of the SOC's current layout, as we welcome the MOC team to our building.

While we have many more decisions to make about the best way to achieve this integration, one factor is critical. This change must appear seamless to the airline and our customers. As we move forward, we will continue to benchmark other airlines' operations, which use an integrated SOC/MOC approach and examine how they managed similar changes. We will also continue to discuss this new approach with our employees and the TWU leaders.

Your help and support will be essential to the success of this move. We will continue to keep you updated in the coming weeks.

Sincerely,

(Original signature on file)

Captain Jeff Osborne, MD System Operations Control