



November 12, 2003

Mr. Jerry Miller
City Menger, City of Long Beach
333 West Ocean Boulevard
Long Beach, CA 90802

Dear Mr. Miller,

It was a pleasure to receive a visit from you, City Attorney Bob Shannon, Deputy City Attorney Mike Mais, and Airport Manager Chris Kurze in New York recently. I always appreciate the opportunity to discuss our views on the operation of Long Beach Municipal Airport.

In light of our shared concern about late night operations and overall noise produced at the airport, I wanted to share some more details of programs that JetBlue has in place to minimize such operations. As we discussed, JetBlue's efforts to date have already dramatically reduced the number of our violations and late night operations at LGB. When events beyond our control do cause such a violation, however, we are proud that the full penalty we are assessed goes directly to the City's Library system.

Since inaugurating operations at Long Beach, JetBlue has operated more than 18,000 flights, fewer than 80 of which have occurred during the prohibited violation period. Virtually all late operations have resulted from either severe weather, related air traffic control delays or unanticipated mechanical delays. In an effort to mitigate the effects of the above causes of delays, JetBlue has invested in state of the art technology to enable us to work with the FAA and achieve optimal routings in inclement weather. JetBlue also maintains a technical operations base at Long Beach and the cities that account for most of its service, including New York, Washington, Oakland and Fort Lauderdale. Further, JetBlue has made a substantial investment in maintaining an operational spare aircraft at Long Beach solely for the purpose of being able to mitigate unanticipated delays in our operations.

Going forward, I am proud to articulate new JetBlue initiatives that we believe will even further reduce JetBlue's late night operations at Long Beach.

- 1) **Crew Base & Base Reserves:** Effective November 1st, JetBlue opened a pilot and inflight crewbase in Long Beach. This new employment base of JetBlue crewmembers in Long Beach will begin with about 200 people and may grow to as many as 650 new Long Beach based job (in addition to our existing 200 airport customer service crew). With the opening of the crewbase we have the opportunity to greatly increase the number of reserve (or "stand-by") crews stationed in Long Beach. I have instructed our scheduling department to ensure that there is always a reserve crew available for evening operations at Long Beach. Although this will significantly add to our operating expenses, we are confident this will further reduce late night operation in the event a pilot or flight attendant should become ineligible to work due to FAA regulations, sick, or for example if an inbound crew is running late we can use our reserve crew to dispatch the spare aircraft we have in

Long Beach. This resource redundancy will have a significant effect in lessening late night operations.

- 2) Our manager of Air Traffic Programs is investing time in LGB to work on more favorable arrival and departure patterns, and even more significantly is working with the JFK Air Traffic Control Tower management to expedite JetBlue departures to Long Beach whenever we experience inclement weather or other delaying factors beyond our control in the East. This effort should even further reduce the incidence of late arrivals even during periods when the average taxi times at JFK exceed 90 minutes.
- 3) After many months of diligent work with the FAA and Airspace User Groups, our Chief Pilot in Long Beach has worked to integrate a maximum performance ("TOGA") take-off procedure into JetBlue's daily operation. Although this procedure is costly in terms of aircraft maintenance and engine life, it enables JetBlue airplanes to accelerate and climb quickly enough to measurably decrease noise levels around the airport. This procedure alone is among the reasons that JetBlue occupies less than a third of the noise budget despite operating a majority of the flights. JetBlue is also encouraging other operators at Long Beach to adopt similar noise-defeating procedures.

In addition to the above noted steps and a constant attention in all of our system operations processes to the Long Beach operation, JetBlue will continue to work in partnership with the airport manager and City government to bring improvements which will have significant impacts on adhering to our published schedule. These efforts include, but are not limited to, working closely with elected and regulatory officials in Washington to achieve full funding for the much needed runway and taxiway rehabilitation and safety improvements.

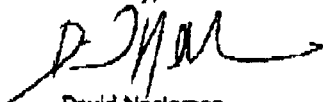
One JetBlue proposal, for centerline lighting on Runway 30, will, if funded, enormously enhance poor weather operations and vastly mitigate delayed operations in foggy (or smoky) weather. Another effort is our work with the Transportation Security Administration on adequate and full staffing of all aspects of the security screening process. The current shortfalls in staffing contribute to both a negative customer experience at Long Beach and flight delays. The City's cooperation and assistance on the matters that are for the benefit of the entire airport are essential. It is important to note that all of these improvements support the quality of operations at the airport, not the quantity.

Since we initiated operations in the summer of 2001, JetBlue has been extremely well received by the citizens of Long Beach, our customers. The overwhelming majority of our customers recognize that our efforts to provide safe, on-time and affordable air service is a positive improvement for the community. In fact, more than one million customers have already flown on JetBlue at Long Beach, and since our arrival property values throughout the city have risen. Further, JetBlue continues to operate only the most modern, environmentally friendly aircraft at Long Beach, unlike other carriers, which produce the minimal amount of noise and air pollution possible. In fact, the full operating schedule at LGB produces significantly less air pollution in a day than does even 5 minutes of traffic on the nearby 405 freeway.

In closing, I am extremely proud of JetBlue's efforts to date in Long Beach and the many direct and indirect jobs we have added to the local economy and the enormous economic impact JetBlue has

had. Since our arrival with low fare service to key business destinations, the airport has become an economic engine producing thousands of new local jobs associated with our operations and those of our competitors while our operation has introduced our customers to Long Beach as a preferred southern California gateway. As noted above, our longstanding and continuing efforts to operate according to our published schedule are producing clear results which benefit the residents of Long Beach, our customers. I pledge to you our commitment to continue with these efforts in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Neeleman', with a long horizontal flourish extending to the right.

David Neeleman
Chairman and Chief Executive Officer