



NATIONAL MEDIATION BOARD
WASHINGTON, D.C. 20572

(202) 692-5000

March 2, 2009

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Re: NMB Case No. R-7196
Horizon Air Industries, Inc.

Participants:

The National Mediation Board (Board) has authorized an election in the above-referenced case. The election will be conducted by Telephone Electronic Voting and Internet Voting. The Notice and Sample Instructions will be sent out on **March 23, 2009**. The Voting Instructions will be mailed to the employees on **March 30, 2009**. The

voting period will be from **12:01 a.m., ET, March 30, 2009**, through **April 20, 2009**. The tally will take place at the Board's offices on **April 20, 2009, at 2 p.m., ET**.

Challenges to the List of Potential Eligible Voters or objections with regard to any other matters must be filed by **4 p.m., ET, on March 16, 2009**. Responses to challenges or objections, if any, must be filed by **4 p.m., ET, on March 23, 2009**. All challenges and objections must be filed in writing with me. All submissions must comply with the simultaneous service requirements of the Board Representation Manual (Manual) Section 1.2. All challenges and objections must be supported by substantive evidence and argument. Unsupported allegations will be insufficient to overcome presumptions of eligibility or ineligibility as reflected by the List of Potential Eligible Voters. In addition, if craft or class issues are involved, the objection must be supported by Board case citation. Absent extraordinary circumstances, the Board will not consider evidence on appeal unless it has been initially filed with the Investigator by the above deadline. See Manual Section 10.2.

If a challenge is filed which involves adding an individual to the List of Potential Eligible Voters, the Carrier should immediately provide the individual's data in spreadsheet format as well as a mailing label for that individual so that Voting Instructions may be sent in a timely fashion. The vote will only be counted if a final determination is made that the individual is eligible.

The Investigator will deny all challenges and objections not supported by substantive evidence and argument, not filed by deadline, or not simultaneously served on all participants.

Changes in eligibility status occurring after the deadline will be handled as status changes subject to Manual Section 12.3. Status changes will not be considered without supporting documentation including the effective date of the change. Status changes provided less than seven (7) calendar days before the scheduled count will not be considered, absent extraordinary circumstances.

Your cooperation is greatly appreciated.

Sincerely,

A handwritten signature in blue ink that reads "Susanna F. Parker". The signature is written in a cursive style with a large initial 'S'.

Susanna F. Parker
Investigator