

Pages 1 through 3 redacted for the following reasons:

(b)(4)

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Deicing questionFrom: (b)(6)
Sen r 24, 2007 3:54 PM
To: (b)(6)
Cc:
Subject: RE: Deicing question

I asked the technical experts.

"It is all done by the airlines. They are responsible for their own de-icing. Some companies use their own equipment and staff, others contract with a 3rd party vendor or other airline. JetBlue uses their own equipment and has their own tanks."

Regards,

(b)(6)

From: (b)(6)
Sen 24, 2007 2:12 PM
To: (b)(6)
Cc:
Subject: Deicing question

(b)(6)

Thanks for sending the briefing electronically. Now, we have another question regarding deicing. How does the deicing process work there (JFK), particularly for JetBlue? Does the airport buy the glycol fluid and JetBlue comes and gets it like at a gas station? How owns the glycol tanks?

I appreciate your help.

(b)(6)

Office of Aviation Audits

Office of Inspector General

U.S. Department of Transportation

(b)(6)

NOTICE: THIS E-MAIL AND ANY ATTACHMENTS CONTAIN INFORMATION FROM THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY AND AFFILIATES. IF YOU BELIEVE YOU HAVE RECEIVED THIS E-MAIL IN ERROR, PLEASE NOTIFY THE SENDER IMMEDIATELY,

PERMANENTLY DELETE THIS E-MAIL (ALONG WITH ANY ATTACHMENTS), AND DESTROY ANY PRINTOUTS.

DOCUMENT SEPARATOR

Page 8 redacted for the following reason:

(b)(4), (b)(6)

Should you have any questions, please contact me.

Sincerely;

(b)(6)

Dallas Fort Worth International Airport

(b)(6)

DOCUMENT SEPARATOR

Pages 11 through 45 redacted for the following reasons:

(b)(5)

DOCUMENT SEPARATOR

Pages 47 through 48 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
To: (b)(6)
CC:
Subject: RE: Diversion Report for April 24, 2007
Date: Wednesday, May 02, 2007 2:42:42 PM
Attachments:

For those 7 flights, they did not depart until the following morning. Those flights canceled in AUS thus the 250 overnight passengers in the terminal. I would have to check with AA to determine the departure time of those flights. Apparently my staff was too busy to record the departure times.

(b)(6)

-----Original Message-----

From: (b)(6)
Se
To: (b)(6)
Cc:
Subject: RE: Diversion Report for April 24, 2007

Thank you very much, (b)(6).

One question:

On the Diversions Report, for 7 American Airlines flights their departure times are not recorded. Rather, it just states "Ops 227/223"

Would the departure times be noted elsewhere? We would like this information for our onboard delay calculations.

Thanks very much.

(b)(6)

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

From: (b)(6)
us]
Sen ay 02, 2007 11:30 AM
To: (b)(6)
Cc:
Subject: RE: Diversion Report for April 24, 2007

I have attached the entire report as I cannot separate it for you. When you open the document click on the thumbnail for diversions. Just so you know, over 250 passengers were left in AUS on April 24th. American Airlines placed people in hotels, made arrangements for buses to transport them to DFW, and others rented cars. There was a golf tournament in town that took up many rooms at the local hotels/motels which left passengers stranded at the airport.

Through the Dept. of Aviation's efforts, we worked with the Office of Emergency Management and American Red Cross to have 300 cots delivered to the airport so customers could have a place to rest their weary heads. Under the circumstances, everyone did a fine job trying to make a most uncomfortable experience bearable.

I received no complaints from anyone that night. In addition, at least one of our concessionaires remained open until 3a.m. to provide food and the American Red Cross made arrangements with a local pharmacy to provide medications to any passenger that did not have theirs immediately accessible. Other airlines participated by supplying refreshments and snacks as well.

If you would like additional information regarding this incident, please feel free to contact me.

(b)(6)

anager

(b)(6)

-----Original Message-----

From: (b)(6)
Sen
To: (b)(6)
Cc:
Subject: Diversion Report for April 24, 2007

Greetings (b)(6) :

I contacted you over the phone and left a voicemail, but I realize I may have breezed through the details too quickly!

We are trying to verify information regarding the April 24, 2007 flight diversions to Austin-Bergstrom International Airport.

Would we be able to obtain a copy of the ABIA Diversion Report chart from April 2007? This resource is of great assistance in calculating the length of time planes are on the tarmac.

Thank you so much! Do not hesitate to contact me for any reason.

(b)(6)

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

Pages 54 through 61 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 63 through 68 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 70 through 71 redacted for the following reasons:

(b)(4)

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 73 through 74 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 76 through 78 redacted for the following reasons:

(b)(4), (b)(6)

If you have any questions or need further information, please contact me at
(b)(6) or by email.

Thank you in advance for your help.

(b)(6)

JA10 San Francisco

(b)(6)

DOCUMENT SEPARATOR

Pages 81 through 88 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 90 through 95 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 97 through 102 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

DOCUMENT SEPARATOR

Pages 105 through 108 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

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>

(b)(6)

(b)(6)

DOCUMENT SEPARATOR

Pages 111 through 116 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 118 through 120 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 122 through 124 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: _____ (b)(6)
To: _____
CC:
Subject: FW: What is AA thinking?
Date: Friday, April 27, 2007 11:17:07 AM
Attachments:

Sorry, I thought I cc you two on this email

From: _____ (b)(6)
Sen
To: _____ (b)(6)
Subject: RE: What is AA thinking?

Hi Scott...we'll get back to you tomorrow with the AUS specifics...Overall Tuesday night had one less diversion than 12/29/06 and ranks as AA/AE's 3rd worst diversion event. The weather was extreme with tornado's touching down west of the airport. While I thought the 12/20/06 event was a "once in 20 years" occurrence, it seems I was wrong...

(b)(6)

From: _____ (b)(6)
Sen
To: _____ (b)(6)
Sub
Importance: High

(b)(6)

We get the Daily's from DOT's Public Affairs and this particular article caught the Inspector General's eye. Any truth to how this is being reported.

From: (b)(6)

Sen

To: (b)(6)

Sub

Importance: High

FYI

PBOR Coalition Calls Attention To Latest American Airlines Strandings

Group "Outraged" By Latest Ground Holds At AUS

It's become a situation you can bank on: storms over Dallas-Fort Worth

International Airport mean stranded jets on the ground in Austin.

Such was the case late Tuesday afternoon, when strong thunderstorms over the

DFW metroplex forced several American Airlines flights to divert to

Austin-Bergstrom International Airport... leaving passengers stranded in the

jets for up to six hours, according to the Coalition for Airline Passengers'

Bill of Rights.

PBOR issued the following statement Wednesday from its founder and executive

director, Kate Hanni, on reports that passengers aboard the American

Airlines flights were trapped for up to six hours -- a situation similar

to last December's grounding of several jets in Austin, that time due to an

ice storm at DFW -- with passenger accounts indicating similar instances of

food and water quickly running out, as well as intolerable conditions as a

result of overflowing toilets.

"On behalf of our 15,000 members worldwide, words cannot begin to describe

the outrage and indignation felt after hearing reports of the latest

passenger strandings aboard American Airlines jets in Austin. For the

flying public it's déjà-vu -- no food, no running water, overflowing toilets

that make six hours trapped on a plane an intolerable and unbearable

experience. For the airlines, this is just more of the same utter disregard

for the flying public and the will of the federal government and Members of

Congress who are demanding that the airlines stop lying to

passengers and

end their deceptive tactics.

"We are encouraged by the Department of Transportation's plan to investigate

the airlines' unrealistic scheduling and hiding of delay information. These

efforts are necessary to prevent additional passengers from becoming trapped

victims aboard airplanes as a result of this chronic problem. The airlines

must realize that the federal government and Congress are demanding

accountability and taking the necessary steps to protect the flying public.

"We also applaud the DOT Inspector General's efforts to enforce laws

requiring airlines to publish information on flights that are 'chronically

late'. Airlines must be made to comply with the federal requirements to

provide a flight's on-time performance when requested by a customer."

FMI: www.aa.com, www.ci.austin.tx.us/austinairport/

aero-news.net

DOCUMENT SEPARATOR

From:

(b)(6)

To:

CC:

Subject: FW: Your e-mail of 16 April

Date: Tuesday, May 01, 2007 10:59:09 AM

Attachments:

From:

(b)(6)

Sen

To:

(b)(6)

Cc:

(b)(6)

Sub

A total of 10 flights diverted to AUS on Tuesday 4/24. 2 ultimately went on to DFW, and 8 flights were RON/Cnxl.

(b)(6)

From:

(b)(6)

Sen

To:

(b)(6)

Cc:

Sub

2024 and 470 RON'd and 630 cancelled.

(b)(6) can you tell us how many other flights diverted to AUS and whether any of them made it to DFW?

(b)(6)

Mailing Address:

(b)(6)

Physical Address:

(b)(6)

Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email: (b)(5)

From: (b)(6)
Sen
To: (b)(6)
Cc: (b)(6)
Sub

Just a follow-up, on that day how many flts were diverted to aus and how many actually made it to destination same day? Did flts 2024, 470 and 630 RON or make it to DFW.

From: (b)(6)
Sen
To: (b)(6)
Cc: (b)(6)
Sub

(b)(6) in response to your e-mail regarding the PBOR group's allegations about ed flights in AUS last week, please be advised as follows:

We had three flights bound for DFW - flights 2024, 470, and 630 – that diverted to AUS and were on the ground there for more than four hours. These planes were on the ground in Austin for, respectively, 7 hours and 2 minutes, 6 hours and 53 minutes, and 4 hours and 31 minutes.

While these planes were out from the terminal for more than four hours, the spirit of our Four Hour policy was met, in that, for all three of these flights, passengers who wanted to deplane were allowed to do so. (The Captains of these flights wanted to stay on the tarmac hoping for clearance to DFW)

Buses came to flight 2024 four times for passengers who wanted to disembark; the lavs were serviced. For the passengers remaining on the plane, two snack services were made, and 17 pizzas were delivered. Passengers were allowed to deplane to stretch their legs on the tarmac

The passengers on flight 470 were also allowed to deplane if they wished. Snacks, drinks, ice and pizzas were delivered to the flight for the remaining passengers, and the lavs were serviced. Passengers were allowed to deplane to stretch their legs on the tarmac

The passengers on flight 630 were also allowed the option of deplaning and that flight, too, had its lavs serviced and was provided with snacks, water, and ice.

Let me know if you guys need any more information about these flights.

(b)(6)

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)

Fax:

Email: (b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:

(b)(6)

Subject: RE: Tail Numbers for AA Flights in AUS

Date: Friday, May 04, 2007 3:15:10 PM

Attachments:

Gitanjali et al...we figured out that Item 3., tail N458AA was actually N485AA...that one confused us for a bit since 458 was not in AUS on 4/24...With that said, N484AA was an AUS scheduled departure which was scheduled to arrive as Flt # 1172 at 1745 and depart Flt # 1703 at 1825. It actually arrived AUS at 1831 and departed at 1908 and was serviced at gate 15. I'm not sure when the FAA folks thought they saw this on the mntc pad...If you get any further info, we can run it down...Have a great weekend!

(b)(6)

From:

(b)(6)

Sent:

To:

(b)(6)

Cc:

Sub

Greetings

(b)(6)

:

Below are Tail Numbers for AA aircraft that were parked on the AUS maintenance ramp on April 24, 2007.

These were recorded by the AUS Airport Operations Agent on duty at the time:

1. N957AN

2. N914AN
3. N458AA
4. N467AA
5. N717TW
6. N710TW
7. N246AA
8. N552AA
9. N553AA
10. N484AA
11. N437AA

As (b)(6) mentioned during the phone conference, we were told of 10 flights that diverted to AUS on April 24. As you can see, we have record of 11 flights on the maintenance ramp. Perhaps one of these was an originating flight?

Thank you very much for your assistance with this matter.

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:

Subject:

Questions Regarding American Airlines DFW Data

Date:

Thursday, June 28, 2007 11:25:56 AM

Attachments:

Greetings (b)(6)

Hope that all is well with you since our last correspondence.

In analyzing the American Airlines data provided to us during our March visit, some discrepancies require reconciliation.

I will be referring to Slides in the following documents:

- Document A: PowerPoint Presentation at American Airlines Headquarters on March 22, 2007—titled “AA IG Presentation”
- Document B: PowerPoint Presentation at DFW on March 23, 2006—titled “DFW OSO Review”
- Document C: PowerPoint format of DFW Activity December 29, 2006 to January 5, 2007—titled “DFW Dec 29th Review”

(This was e-mailed to OIG)

Here are the discrepancies I noted:

1. Document C Slide 2: To obtain *total* AA and AE Cancellations (Departures + Arrivals), I added the following:

AA: $219 + 186 = 405$ AE: $127 + 116 = 243$

Document A Slide 11: the *total* AA and AE Cancellations are as follows:

AA: 405 AE: 249

There is a 6-count discrepancy between the total AE Cancellation numbers in the two documents (243 versus 249).

2. Document C Slide 3: To obtain the total DFW-bound diversions (DFW arrivals diverted elsewhere), I added AA+ AE → $85+34=119$

Document A Slide 11: Column 2, Row 3 the total DFW diversions AA+AE → $88+36=124$

There is a 5-count discrepancy between the total DFW-bound diversions (119 versus 124).

Also see #4 of this list

3. Document A Slide 15-23: I added the diversions in DFW Timeline for a total 83. Slide 11 states a total of 88 AA diversions.

There is a 5-count discrepancy between the total number of AA diversions (83 versus 88).

4. Document A Slide 34: Row 1, Column 3 states 121 DFW diversions on 12/29/06. Slide 11 states 124 DFW diversions.

There is a 3-count discrepancy between the total AA/AE DFW-bound diversions (121 versus 124).

Let me know if this is clear. We very much appreciate your assistance with this matter.

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

From: _____
To: _____ (b)(6)
CC: _____
Subject: FW: Questions Regarding American Airlines DFW Data
Date: Friday, June 29, 2007 2:02:28 PM
Attachments:

See below – this should answer your questions. As you can see, there is a bit of art as much as science on some of these issues.

(b)(6)

Mailing Address: _____ (b)(6) 6

Physical Address: _____ (b)(6)
Fort Worth, Texas 76155

Tel: _____ (b)(6)
Fax: _____
Email: _____ (b)(6)

From: _____ (b)(6)
Sen
To: _____ (b)(6)
Cc: _____
Sub erican Airlines DFW Data

(b)(6) ,

I'm going to give a shot at the explanations/answers to the questions below:

In 3 of the 4 questions, the differences lie in slightly different ways we look at our operational data (a manual scrubbing versus a rigid business rule application, as we do in DOT data reporting). It is virtually impossible for us to manually scrub each operation. We are forced to instead rely on our

business rules and procedures to generation most of our operational statistics. Some of the small differences lie in some of the nuances of our operational data.

1. One document said 243 AE cancellations, one said 249 AE cancellations. There were (242 + 1) DFW related AE cancellations and 7 DAL related AE cancellations. The 1 special DFW cancellation was a DFW to LAW flight which air-interrupted and cancelled, and was not deemed (in the manual process) to not be a weather related issue. As a result, the Dallas (DFW/DAL) weather resulted in $242+7 = 249$ cancellations. Strictly speaking, there were 243 DFW (not DAL) related AE cancellations on that day.
2. One document said there were 119 diversions, one document said there were 124 diversions. There were 119 flights which diverted, and 5 of these diverted twice. This means there were 124 diverted aircraft “flights” but it impacted 119 different flights.
3. SOC prepared the timeline, and unfortunately a few of the numbers were incorrect. On Slide 23, it should read: 1600C, 14 (instead of 11) more diversions for a total of 29 (not 28). At 1800C 14 (instead of 13) more diversions for a total of 58 (not 56). At 1900C, the new total would be 74 (instead of 72). At 1950C/2017C there were 14 (instead of 13) more diversions for a total of 88.
4. One document said 124 diversions, another document said 121 diversions. As mentioned before, there were 119 flights which diverted, 5 diverted twice. Of these 124 operations, 121 diverted **elsewhere** (as mentioned in the document that referenced 121) and 3 returned to their departure station (air interrupted). We have different classifications for diversions and air interruptions.

Hope this helps..

Thanks

(b)(6)

From: (b)(6)
Sen 28, 2007 1:36 PM
To: (b)(6)
Sub tions Regarding American Airlines DFW Data

[Help....](#)

(b)(6)

Mailing Address: (b)(6)

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email: (b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Sub s Regarding American Airlines DFW Data

Greetings (b)(6) :

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- Document C: PowerPoint format of DFW Activity December 29, 2006 to January 5, 2007—titled “DFW Dec 29th Review”

(This was e-mailed to OIG)

Here are the discrepancies I noted:

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$$\text{AA: } 219 + 186 = 405 \quad \text{AE: } 127 + 116 = 243$$

Document A Slide 11: the *total* AA and AE Cancellations are as follows:

$$\text{AA: } 405 \quad \text{AE: } 249$$

There is a 6-count discrepancy between the total AE

Cancellation numbers in the two documents (243 versus 249).

2. Document C Slide 3: To obtain the total DFW-bound diversions (DFW arrivals diverted elsewhere), I added AA+ AE → $85+34=119$

Document A Slide 11: Column 2, Row 3 the total DFW diversions AA+AE → $88+36=124$

There is a 5-count discrepancy between the total DFW-bound diversions (119 versus 124).

Also see #4 of this list

3. Document A Slide 15-23: I added the diversions in DFW Timeline for a total 83. Slide 11 states a total of 88 AA diversions.

There is a 5-count discrepancy between the total number of AA diversions (83 versus 88).

4. Document A Slide 34: Row 1, Column 3 states 121 DFW diversions on 12/29/06. Slide 11 states 124 DFW diversions.

There is a 3-count discrepancy between the total AA/AE DFW-bound diversions (121 versus 124).

Let me know if this is clear. We very much appreciate your assistance with this matter.

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

Pages 150 through 152 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 154 through 155 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent: , 2007 2:08 PM
To: (b)(6)
Subject: RE: Long On-Board Delay Times

Can you write this up and put it in TeamMate? Thanks.

When you're writing up these follow-up correspondences, instead of indicating see attachment XXXXX... actually write up the content... for example, this one would say that AA confirmed the schedule departure time for Flight 1348 on 12/29/06 to be as follows:

Scheduled to depart SFO at 6:05 AM

Actual departure time was 7:10 AM

From: (b)(6)
Sent: (b)(6)
To: (b)(6)
Cc: (b)(6)
Subj: Delay Times

That is accurate.

(b)(6)

(b)(6) (b)(6) (b)(6)
(b)(6) Fort Worth, Texas 76155

(b)(6)

From: (b)(6)
Sent: (b)(6)
To: (b)(6)
Cc: (b)(6)
Sub: Board Delay Times

(b)(6)

We just want to confirm departure time from SFO for Flight 1348 on 12/29/06:

Scheduled to depart SFO at 6:05 AM

Actual departure time was 7:10 AM

Please let me know if your record shows something different.

Thank you.

(b)(6)

IG

DOCUMENT SEPARATOR

Percentage of Scheduled Flights at DFW disrupted on 12/29/06 From: (b)(6)
Se ly 18, 2007 1:27 PM
To: (b)(6)
Su tage of Scheduled Flights at DFW disrupted on 12/29/06

Please include a copy of this email in TeamMate... thanks a million...

From: (b)(6)
Sent:
To: (b)(6)
Sub rcentage of Scheduled Flights at DFW disrupted on 12/29/06

Hope this helps...

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)

Fort Worth, Texas 76261-9616

Physical Address (b)(6)

Fort Worth, Texas 76155

Tel: (b)(6)

Fax:

Email: (b)(6)

From: (b)(6)
Sent: 8, 2007 2:40 PM
To: (b)(6)
Sub ntage of Scheduled Flights at DFW disrupted on 12/29/06

(b)(6) most likely is the "rules" that were used. We use DOT rules and eliminate second leg diversions. Other than that BTS should match FATS records

From (b)(6)
Se 18, 2007 2:36 PM
To: (b)(6)
Su ge of Scheduled Flights at DFW disrupted on 12/29/06

(b)(6) any thoughts..... ?

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)

Fort Worth, Texas 76261-9616

Physical Address: (b)(6)

Fort Worth, Texas 76155

Tel: (b)(6)

Fax:

Email: (b)(6)

From (b)(6)
Se
To (b)(6)
Cc: (b)(6)
Su ed Flights at DFW disrupted on 12/29/06

Thanks (b)(6). This is very helpful.

Would your folks know the reason for the following minor discrepancies:

Per FAA Aviation System Performance Metrics database on scheduled flights at DFW:

	Departures	Arrivals	Total
AA	512	512	1,024
AE	285	285	570
			1,594

If not, don't worry about it... very minor... thanks again.

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Subject: FW: Percentage of Scheduled Flights at DFW disrupted on 12/29/06

Here you go...

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)

Fort Worth, Texas 76261-9616

Physical Address: (b)(6)

Fort Worth, Texas 76155

Tel:

(b)(6)

Fax:

Email:

(b)(6)

From:

(b)(6)

Se

, 2007 2:14 PM

To:

(b)(6)

Subject: RE: Percentage of Scheduled Flights at DFW disrupted on 12/29/06

(b)(6) here's the requested information. American Airlines either canceled, delayed, or
ted 69.1% of its scheduled arrivals into and departures from Dallas-Fort Worth
International Airport on December 29, 2006.

On-Time

Late

Canceled

Diverted

Total Scheduled

Total Impact

AA

303

234

404

87

1028

70.5%

AE

192

110

235

35

572

66.4%

Total:
495
344
639
122
1600
69.1%

Domestic and International operations, DOT-style dependability rules

From: (b)(6)
Sen y 18, 2007 12:48 PM
To: (b)(6)
Subject: FW: Percentage of Scheduled Flights at DFW disrupted on 12/29/06

See below – can you guys provide this information?

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)

Fax: (b)(6)

Email: (b)(6)

From: (b)(6)

Sent:

To: (b)(6)

Cc: (b)(6)

Sub ge of Scheduled Flights at DFW disrupted on 12/29/06

Good Morning (b)(6)

We are in the process of drafting the report. Using the Bureau of Transportation Statistics (BTS) data, we attempted to calculate the percentage of AA and AE scheduled flights at DFW that were either canceled, delayed, or diverted on December 29, 2006 to complete the following statement:

"American Airlines either canceled, delayed, or diverted XX percent of its scheduled arrivals into and departures from Dallas-Fort Worth International Airport on December 29, 2006."

Our analysis of BTS data showed that 67.3% of domestic scheduled flights at DFW were either canceled, delayed, or diverted on 12/29/06 (see attached spreadsheet). <<BTS Data-DFW.xls>>

We would like a more complete picture and include international flights as well. Would your folks be able to provide the percentage for all flights (domestic and international)?

Thank you in advance.

(b)(6)

US Department of Transportation

Office of Inspector General

(b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:

Subject:

RE: 1:00 meeting tomorrow

Date:

Thursday, March 29, 2007 10:29:57 AM

Attachments:

In the hopes of making the 1:00 meeting a bit more efficient, I provide below (in **ALL CAPS BOLD**) answers to some of the questions posed by (b)(6). These are, of course subject to verification by the operations folks, but this is (b)(6). I have been able to pull together this morning. Please pardon any typos – I am trying to pull this together quickly.

We look forward to talking to everyone at 1:00 Dallas time.

(b)(6)

Mailing Address:

(b)(6)

Fort Worth, Texas 76261-9616

Physical Address

MD 5675

(b)(6)

(b)(6)

From:

(b)(6)

Sen

To:

(b)(6)

Cc:

(b)(6)

Sub

Hi

(b)(6)

Per your request, here are the questions for tomorrow's meeting at 1 pm:

1. According to FAA Air Traffic Control Center, AA pilots reported that they were awaiting the release from the AA dispatcher to take off, although FAA had lifted the ground stop and had a 10-miles-stream restriction to DFW. Does the captain have a direct communication line with SOC? **YES** Was SOC aware that the diverted flights had been on the ground and not at the gate for 4-7 hours? **YES - SOC KNEW THAT THE FLIGHTS HAD DIVERTED AND WHEN, AND THAT THE FLIGHTS HAD NOT YET DEPARTED THE DIVERSION CITY AND WERE SEEKING CLEARANCE TO COMPLETE THE SCHEDULE FLIGHT TO DALLAS** What factors went into the decision-making process to keep passengers stranded onboard the aircraft over 4 hours while on the ground? **NO SUCH DECISION WAS MADE- THESE WERE CREEPING DELAYS**

2. Airport Authority and FAA Air Traffic Controllers indicated that there seemed to be a communication breakdown between the captain and the station dispatcher at several points during the onboard delays. At one point, a captain called FAA Air Traffic Controllers to urgently request assistance to deplane passengers, who had been on the plane for 5-6 hours. Because the pilot could not get a hold of the station dispatcher (no one was picking up the phone) to get permission to go to the gate, he asked FAA Air Traffic Controller to contact the Airport Authority to get a bus out to deplane the passengers. Airport Authority personnel went to the American Airlines dispatcher station to alert the dispatcher of the captain's need for assistance. Can you describe the line of communication between the flight captains and the dispatcher station during December 29, 2006? **THE PROTOCOL FOR PILOTS ONBOARD TO TALK TO STATIONS IS TO USE AIR TO GROUND RADIO** How frequently did the SOC or station dispatcher communicate with the pilot on the status of the release? **WE NEED CLARIFICATION ON WHAT PARTICULAR FLIGHT YOU ARE REFERRING TO AND WHAT YOU MEAN BY "THE RELEASE"** What role did the station dispatch operations at the airport play in the decision-making process? **ASSUMING THE DECISION YOU ARE REFERRING TO IS THE DECISION THAT WAS ULTIMATELY MADE TO BRING SOME OF THE DIVERTED AIRCRAFT TO GATES AT AUS RATHER THAN CONTINUE TO TRY TO GET TO DFW, THE ANSWER IS THAT STATION PERSONNEL COORDINATED WITH AND ADVISED SOC IN ITS DECISION MAKING – TO PUT IT DIFFERENTLY, THE ACTUAL DECISION WAS MADE BY SOC, WITH INPUT FROM STATION PERSONNEL AS TO THE SITUATION IS AUSTIN**

3. When did American Airlines personnel request the use of a gate from the Airport Authority? **APPROXIMATELY 6:00 PM** What was the response from the Airport

Authority? **NO GATES WERE AVAILABLE** Whom did they talk to? **CRAIG RICHEY CALLED THE AIRPORT AND SPOKE WITH A FEMALE FROM HIS CELL PHONE; HE DOES NOT KNOW HER NAME** If they had offered the use of an available gate, did American Airlines have the staff to service it? **YES – WE WOULD NOT HAVE GONE TO THE TROUBLE OF SEEKING GATE SPACE FROM THE AIRPORT IF WE WERE NOT IN A POSITION TO USE A GATE IF ONE WERE MADE AVAILABLE. (IT ONLY TAKES ONE PERSON TO BRING A JETBRIDGE TO A PLANE – WE COULD HAVE MADE ONE PERSON AVAILABLE IF A GATE HAD BEEN MADE AVAILABLE BY THE AIRPORT).**

4. Airport Authority received a call regarding a medical emergency with a passenger on a diverted American Airlines plane. He went to the American Airlines dispatch station to identify which aircraft required medical assistance to relay to ARFF personnel, but the station dispatcher was unaware of the emergency situation and unable to provide this information. Who does the captain contact in the event of a medical emergency? **STATION OPERATIONS PERSONNEL** What is the procedure for handling emergencies when planes are not yet assigned to gates, or are parked on the maintenance ramp? **DEPENDING ON THE SITUATION, ARRANGEMENTS ARE MADE TO EITHER GET THE PLANE TO A GATE, TO DEPLANE THE PASSENGER REMOTELY (E.G., AMBULANCE ESCORTED OUT TO AN AIRCRAFT) OR PROVIDE MEDICAL ASSISTANCE ONBOARD BY ARRANGING FOR PARAMEDICS TO GO TO THE PLANE. THIS IS ADDRESSED IN OUR CONTINGENCY PLANS**

BY THE WAY, WE ARE ONLY AWARE OF A SINGLE “MEDICAL ISSUE” ON 12/29 – IT WAS ASSOCIATED WITH FLIGHT 534 AND OCCURRED BETWEEN 1830 AND 1900. YOU MAY RECALL US DISCUSSING THIS ON MONDAY, AND THE FACT THAT THIS MEDICAL ISSUE RESULTED IN OUR BRINGING FLIGHT 534 TO THE GATE BEFORE FLIGHT 1384 WHEN THE ORIGINAL PLAN HAD BEEN TO BRING 1384 IN FIRST. THE REPORT FROM THE AIRPORT AUTHORITY IS PUZZLING TO US AS WE ARE NOT AWARE OF ANY MEDICAL EMERGENCY THAT WAS UNKNOWN TO AA OPERATIONS PEOPLE

5. Obtain staffing schedules for fleet personnel and customer service personnel for December 22, 2006 to January 5, 2007. **WE WILL GATHER THESE AND FORWARD TO YOU**

6. Obtain scheduled flights to/from AUS for December 29, 2007. Identify flights that were cancelled and departure times for flights that departed AUS and their destination station. **WE WILL GATHER THESE AND FORWARD TO YOU**

7. If Flight #1348, #2412, #1008, #534 were cancelled on December 29, 2006 after

the long onboard delays, how
were passengers accommodated?

a. How many customers received refunds? **WE NEED TO DISCUSS THIS WITH YOU**

b. How many customers were rerouted to other airlines? **WE NEED TO DISCUSS THIS WITH YOU**

c. How did AA accommodate disabled and special needs customers, such as unaccompanied children? **WE CAN GATHER SOME INFORMATION ON THIS AND FORWARD TO YOU**

d. Were any passengers accommodated overnight? **YES** Did AA pay for the hotels? **IN SOME CASES** Were any passengers given meals or vouchers? **YES** Other? **WE CAN PROVIDE SOME NUMBERS ON THIS.**

(b)(6)

From: (b)(6)

Sen

To: (b)(6)

Cc:

Sub

(b)(6), (b)(7) When you send the questions for tomorrow's meeting, please include all addresses on this e-mail in your distribution. As I mentioned, getting the questions before hand will allow us to gather any necessary information prior to the 1:00 meeting.

Thanks.

(b)(6)

Mailing Address: (b)(6)

Physical Address

(b)(6)

(b)(6)

DOCUMENT SEPARATOR

Passenger Deplanement afterFrom: (b)(6)
Sen 28, 2007 9:
To: (b)(6)
Cc:
Sub Deplanement after

For 2412, we took one local passenger off

For 1008, we took 14 off

For 534, we took 11 off

I don't have times for exactly when these passengers were removed.

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax:

Email: (b)(6)

From: (b)(6)
Sen
To: (b)(6)
Sub ger Deplanement after

Hi (b)(6)

The flight numbers are below:

- a.. 2412
- b.. 1008
- c.. 534

Thank you for your assistance.

(b)(6)

or General
tion

(b)(6)

From: (b)(6)
Sent
To: (b)(6)
Subj Deplanement after

Please tell me the flight numbers for the other flights you want me to look into.

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)

Email: (b)(6)

From: (b)(6)
Sen 5:16 PM
To: (b)(6)
Cc: (b)(6)
Sub after

Greetings (b)(6) :

Would you be able to provide specifics regarding passenger deplanement by bus, on other flights that were diverted to AUS on 12/29/06?

In other words, we understand that a total of 28 passengers from Flight #1348 were deplaned remotely by bus, at two different points during the afternoon on 12/29.

Does AA have this information available for the other aircraft that were on the tarmac on 12/29?

Including approximate bus pick-up times would be most helpful, if possible.

Please do not hesitate to call for any reason.

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

Page 178 redacted for the following reason:

(b)(4), (b)(6)

(b)(6)

(b)(6)

DOCUMENT SEPARATOR

Page 181 redacted for the following reason:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 183 through 184 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Page 186 redacted for the following reason:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 188 through 189 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

Station Operations

(b)(6)

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DOCUMENT SEPARATOR

From: (b)(6)
Sent: , 2007 2:58 PM
To: (b)(6)
Subject: d

Hi (b)(6)

January 1 –June 30, 2007

DOMESTIC

<i>Passengers Transported</i>	<i>Total Departures</i>	Average Passenger Load
391,539,033	5,731,709	68.31105

-----Or
From: (b)(6)
Se 2007 10:14 AM
To: (b)(6)
Su

(b)(6)

When BTS has the data through June, could you let us know (i.e., average passenger load for domestic flights-domestic carriers).

Thanks!

From: (b)(6)
Sent:
To: (b)(6)
Sub t/In Delays

Hi (b)(6)

For all flights including the commuters thru May its:

4,165,891 flights
276,509,445 passengers

-----Or
From: (b)(6)
Se 09 PM
To: (b)(6)
Su ys

(b)(6)

Earlier this month you gave me 69.9 average passenger load per flight (including the commuters). This was based on the first 4 months of 2007 showing 218,900,580 passengers and 3,129,747 scheduled flights.

From: (b)(6)
Sent:
To: (b)(6)
Sub t/In Delays

Hi (b)(6)

I got 270 million domestic scheduled passengers for January 1, thru May 31, 2007.

-----Or
From: (b)(6)
Se 7 3:53 PM
To: (b)(6)
Su ys

(b)(6)

Was the estimate of 3+ million passengers that I gave to (b)(6) sound reasonable to you?

From: (b)(6)
Sen
To: (b)(6)
Cc:
Sub

Attached is a file with the carriers load factor for 2007 (Jan-May) << File: load factors.csv >>

-----Or
From: (b)(6)
Sen
To: (b)(6)
Cc:
Sub

Yes,

BTS has given me the average passenger load for 2007 as 69.9 passengers per flight. They only have the data for the first 4 months, but, I think you can use it as an estimate. So, 43,509 flights x 69.9 avg load will equal approximately 3,041,279 or roughly 3+ million passengers.

From: (b)(6)

Sen 39 PM
To: (b)(6)
Cc: (b)(6)
Sub

(b)(6)

Is there anyway to get the number of passengers impacted on the long, on-board delays for first 6 months of 2007, actual or estimated.

From: (b)(6)
Sent: 21, 2007 1:25 PM
To: (b)(6)
Cc: (b)(6)
Sub

(b)(6)

We have the Taxi-Out and Taxi-In delays computed now for the first six months of 2007 vs 2006. The top of page #7 of the draft report (the page number may have changed by now) should read:

“Based on the first six months of 2007, the number of flights experiencing taxi-in and taxi-out times of 1 to 2 hours increased by nearly **48 percent (from 25,978 to 38,442)** as compared to the same period in 2006. Flights with taxi-in and taxi-out times of 2, 3, 4, and 5 hours or longer also increased **with 4 or more hours** at even higher rates.”

Table 1 “Number of Flights With Long, On-Board Tarmac Delays of 1 to 5+ Hours January Through June of 2006 and 2007” should look like this:

Time Period	2006	2007	% C
1-2 Hrs.	25,978	38,442	47
2-3 Hrs.	2,727	4,088	49
3-4 Hrs.	470	779	65
4-5 Hrs.	71	161	12
5 or > Hrs.	13	39	20
Total:	29,259	43,509	48

DOCUMENT SEPARATOR

Pages 196 through 197 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

(b)(6)

n: (b)(6)

Sent: Monday, March 19, 2007 4:54 PM

To: (b)(6)

Subject: DOT IG Requested data

Importance: High

- sorry for delays on CAL data, different people out of the office in the past week and other on-going projects. Here is the AUS flight information as requested.
 We are working to get you a date and time to meet with local CAL management in Austin and I will be flying over from Houston for the meeting next week. (b)(6) had also contacted CAL last Friday about a meeting.

(b)(6)

IG Questions for AUS time period **December 19, 2006 to January 5, 2007.**

- 1) **Number of flights cancelled** – Continental did not cancel any flights. Continental scheduled 101 departures and 101 arrivals over this time period and operated every flight.
- 2) **Number of flights diverted** – Continental had one flight diversion in Austin. The flight was CO #833, occurred on December 29, 2006 and was scheduled to operate from New York/LGA to Houston, but due to weather in Houston the flight diverted to AUS. The flight arrived at the gate at 12:19 am and departed the gate 28 minutes later at 12:47 am. The flight continued to Houston after leaving Austin. The flight had a taxi-in to the gate of 8 minutes, parked at the gate for 28 minutes and had a taxi-out of 13 minutes.
- 3) **Number of flights delayed** – 38 arrivals and 37 departures
- 4) **Number of flights that experienced long on-board delays greater than 60 minutes** – Only three flights experienced taxi-out delays greater than 60 minutes, all three on December 29, 2006.
 - a. Flight number 340, 130 passengers onboard, had a taxi-out of 63 minutes, it was a departure, flight departed to Houston.
 - b. Flight number 1758, 85 passengers onboard, had a taxi-out of 122 minutes, it was a departure, flight departed to Houston.
 - c. Flight number 1540, 1 passenger onboard, had a taxi-out of 70 minutes, it was a departure, flight departed to Houston.

As previously stated, Continental did not cancel any flights during this entire period so there was no need for passenger re-accommodations. However, Continental pro-actively worked with passengers to move them from delayed flight # 1540 to flights that were scheduled to leave earlier and/or other nonstop opportunities even if operated by another airline, as was the case with one passenger traveling on Delta to Cincinnati and one passenger traveling on Northwest to Minneapolis. Other passengers were rebooked on Continental flights that were scheduled to leave earlier on December 29, 2006 or the passengers were rebooked to travel at a later date per the passenger's choice. Again this was done for passenger convenience as Continental did not cancel any flights. **The breakdown of passenger rebookings from flight #1540 is below.** Flight number 340 and 1758 - all passengers that were booked flew.

Travel on December 29, 2006:

1 pax flew on CO #1540
 30 pax flew on CO #1706
 1 pax flew on DL #5054

Travel on December 30, 2006:

1 pax flew on CO #240
 1 pax flew on CO# 1572
 5 pax flew on CO#1540
 4 pax flew on CO#340
 1 pax flew on DL#4259
 1 pax flew on NW#1674

Finally, 1 pax flew on January 1, 2007 on flight CO#351.

Continental passenger name records (PNR) show no special service needs/request were made for any of the three long delayed on December 29, 2006. Because passengers are sometimes forget to make such requests at the time of booking or check-in possible a special need request was made at the boarding area or even on the airplane itself but was not captured in the PNR.

Attachments can contain viruses that may harm your computer. Attachments may not display correctly.

(b)(6)

From: (b)(6)
To: (b)(6)
Cc:
Subject: DOT IG Requested data DFW
Attachments:  DFW cancelled flights.xls(46KB)

Sent: Wed 3/28/2007 8:20 PM

Attached is the Continental Airlines data for operations at DFW during the period requested December 29, 2006 to January 5, 2007.

Again I am sorry for the delay it takes us to get this to you. I need to go to our SOCC group to get the operational data and then to our Customer Service and Data Warehouse groups to get the passenger information requested for flight numbers the SOCC group flags.

IG Questions for DFW time period December 29, 2006 to January 5, 2007

- 1) **Number of flights cancelled** – Continental cancelled 4 arrivals into DFW on December 29, 2006 and cancelled 3 departures from DFW on December 29, 2006. For that day, Continental operated 19 other flights, so in total, cancellations only impacted approximately 25% of Continental's DFW operations. Continental canceled only 1 DFW departure flight on December 30, 2006 and did not cancel any other flights for the audit period.

Note for the day December 29, 2006, Continental only had 13 cancellations system wide. Continental boarded a total of 143,852 passengers on December 29, 2006 and the total passengers impacted by the DFW cancellations number at 843, or less than 1.0% of total passengers boarded.

Also note for the day December 29, 2006, and despite the severe weather that impacted other parts of Texas had made its way to Houston by mid-day on the 29th, Continental's system completion factor (number of flights operated) stood at 99.4% and Continental's Houston hub managed through the weather challenges with a completion factor of 98.5%. This is due in part to the many measures Continental undertakes to manage our network as noted in the memo sent to Mr. Macey on March 13, 2006. (copy provided to auditors in AUS as well).

The re-booking information and other passenger information for the passengers on the above mentioned cancelled flights is attached.

- 2) **Number of flights diverted** – Continental had no diversions at DFW. [As noted on the Austin memo,

Continental had one flight diversion in Austin. The flight was CO #833, occurred on December 29, 2006 and was scheduled to operate from New York/LGA to Houston, but due to weather in Houston the flight diverted to AUS. The flight arrived at the gate at 12:19 am and departed the gate 28 minutes later at 12:47 am. The flight continued to Houston after leaving Austin. The flight had a taxi-in to the gate of 8 minutes, parked at the gate for 28 minutes and had a taxi-out of 13 minutes.

Note for the day December 29, 2006, Continental only had 15 diversions system wide. So again out of the total number of passengers boarded on December 29, 2006 of 143,852, the AUS flight diversion represents less than one half of 1% of total passengers boarded.]

- 3) **Number of flights delayed** – there were a total of 11 delayed flights on December 29, 2006 involving DFW. (5 arrivals and 6 departures). There were a total of 54 delayed flights involving DFW for the entire audit period (25 arrivals and 29 departures).
- 4) **Number of flights that experienced long on-board delays greater than 60 minutes** – Only three flights experienced taxi-out delays greater than 60 minutes, one flight on December 29, 2006 and two flights on January 4, 2007
- 12/29 a. Flight number 614, 115 passengers onboard, had a taxi-out of 141 minutes, it was a departure, flight departed to Houston.
- 1/04 b. Flight number 1014, 61 passengers onboard, had a taxi-out of 105 minutes, it was a departure, flight departed to Houston.
- 1/04 c. Flight number 314, 64 passengers onboard, had a taxi-out of 88 minutes, it was a departure, flight departed to Houston.

None of these three flights had long delays at the gate, in fact these flights pushed early which is a Continental policy when all booked passengers have checked-in and boarded the flight. Therefore there were no re-bookings due to any weather related event for these three flights. Flight 314 had one wheelchair request, flight 614 had 4 wheel chair requests and 2 un-accompanied minors and flight 1014 had 2 wheel chair requests.

As noted on the AUS memo, Continental can only retrieve passenger name record (PNR) data for special service requests such as wheelchairs when such request is made at time of booking or if requested and noted at check-in. As often is the case, however, passengers do not make such a request until at the boarding area and so therefore more requests could be made than what Continental is able to retrieve from a passenger file.

DOCUMENT SEPARATOR

(b)(6)

n: (b)(6)

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Attachments can contain viruses that may harm your computer. Attachments may not display correctly.

(b)(6)

From: (b)(6)
To: (b)(6)
Cc:
Subject: DOT IG Requested data DFW
Attachments:  [DFW cancelled flights.xls\(46KB\)](#)

Sent: Wed 3/28/2007 8:20 PM

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DOCUMENT SEPARATOR

From: (b)(6)
Sent: Thursday, June 07, 2007 3:46 PM
To: (b)(6)
Subject:
Try www.apo.data.faa.gov. Sorry about that!

From: (b)(6)
Sen
To: (b)(6)
Sub FK

Try this.

Source: FAA's Aviation System Performance Metrics (ASPM) database available at www.apo.data.gov.

When you get to this web page, you have to click on ASPM (Complete). A password is then required to gain access where I did a query to get you the information shown.

From: (b)(6)
Se
To: (b)(6)
Su

I'll have (b)(6) put it in our files in Teammate. (b)(6) need a little more info for the source ?

From: (b)(6)
Se 7, 2007 2:31 PM
To: (b)(6)
Cc: (b)(6)
Su

(b)(6)

The attached file shows both the scheduled departures and arrivals for JetBlue at JFK and includes international flights. I compared the numbers with the BTS data I sent you earlier this week and found that the difference is an additional 5 to 8 flights per day which I assume represents the international flights. The source of this data is FAA's Aviation System Performance Metrics (ASPM) system. FAA, in turn, receives the scheduled flight info for this system directly from OAG. I also checked these numbers against another one of FAA's system (i.e., Flight Schedule Data System or FSDS) and received the same results. Thus, these numbers appear to be accurate.

<< File: ASPM Data-JetBlue Flts at JFK.PDF >>

If you want me to do a write-up and put this support in TeamMate, let me know.

DOCUMENT SEPARATOR

Pages 211 through 213 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 215 through 217 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 219 through 224 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

US Department of Transportation

Office of Inspector General

DOCUMENT SEPARATOR

Pages 227 through 230 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 232 through 234 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 236 through 237 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 239 through 240 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

DOCUMENT SEPARATOR

Page 243 redacted for the following reason:

(b)(4), (b)(6)

US Department of Transportation

Office of Inspector General

(b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
To: (b)(6)
CC:
Subject: RE: United Airlines Onboard Delays
Date: Thursday, May 31, 2007 12:19:59 PM
Attachments:

I understand from my colleague that was part of United's initial commitment which was mandated to be effective and in place by December 15, 1999.

From: (b)(6)
Sent: Thu 5/31/2007 11:22 AM
To: (b)(6)
Sub nboard Delays

Hi, (b)(6) I was looking back at the original email thread and I realized that my question about the on-board time limits were instituted was never addressed. Do you know the answer to this? If so, please get back to me today or tomorrow. Thanks.

(b)(6)

From: (b)(6)
Sent: Wednesday, April 25, 2007 12:12 PM
To: (b)(6)
Cc: (b)(6)
Su

Dear (b)(6) Following up on our conversation of yesterday I have attached a letter
respo ur question about onboard delays and an associated attachment. Thank
you for your interest in this matter.

Best regards,

(b)(6)

United Airlines

DOCUMENT SEPARATOR

(b)(6)

From:
Sent:
To:
Subject:

(b)(6)

(b)(6)

From: (b)(6)

Sen May 02, 2007 3:56 PM

To: (b)(6)

Cc:

Sub bother with AirTran

As part of this review. I guess they opted out cause I haven't heard a thing from them. It's not important to have them in especially since our 2001 recommendation were directed at ATA member airlines

DOCUMENT SEPARATOR

From: [REDACTED]
To: [REDACTED] (b)(6)
CC: [REDACTED]
Subject: r April 24, 2007
Date: Wednesday, May 02, 2007 11:30:20 AM
Attachments: [04 April Ron-Divert-Charter Report.xls](#)

I have attached the entire report as I cannot separate it for you. When you open the document click on the thumbnail for diversions. Just so you know, over 250 passengers were left in AUS on April 24th. American Airlines placed people in hotels, made arrangements for buses to transport them to DFW, and others rented cars. There was a golf tournament in town that took up many rooms at the local hotels/motels which left passengers stranded at the airport.

Through the Dept. of Aviation's efforts, we worked with the Office of Emergency Management and American Red Cross to have 300 cots delivered to the airport so customers could have a place to rest their weary heads. Under the circumstances, everyone did a fine job trying to make a most uncomfortable experience bearable.

I received no complaints from anyone that night. In addition, at least one of our concessionaires remained open until 3a.m. to provide food and the American Red Cross made arrangements with a local pharmacy to provide medications to any passenger that did not have theirs immediately accessible. Other airlines participated by supplying refreshments and snacks as well.

If you would like additional information regarding this incident, please feel free to contact me.

[REDACTED] (b)(6)

Operations Manager

[REDACTED] (b)(6)

-----Original Message-----

From: [REDACTED] (b)(6)
Sen
To: [REDACTED] (b)(6)
Cc: [REDACTED]

Subject: Diversion Report for April 24, 2007

Greetings (b)(6) :

I contacted you over the phone and left a voicemail, but I realize I may have breezed through the details too quickly!

We are trying to verify information regarding the April 24, 2007 flight diversions to Austin-Bergstrom International Airport.

Would we be able to obtain a copy of the ABIA Diversion Report chart from April 2007? This resource is of great assistance in calculating the length of time planes are on the tarmac.

Thank you so much! Do not hesitate to contact me for any reason.

(b)(6)

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

Pages 254 through 259 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 261 through 262 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 264 through 265 redacted for the following reasons:

(b)(4), (b)(6)

(b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent: 007 2:48 PM
To: (b)(6)
Subject: Flights at JFK

Attachments: ASPM Data-JetBlue Flts at JFK.PDF

From: (b)(6)
Sen 7, 2007 2:31 PM
To: (b)(6)
Cc: (b)(6)
Su

(b)(6)

The attached file shows both the scheduled departures and arrivals for JetBlue at JFK and includes international flights. I compared the numbers with the BTS data I sent you earlier this week and found that the difference is an additional 5 to 8 flights per day which I assume represents the international flights. The source of this data is FAA's Aviation System Performance Metrics (ASPM) system. FAA, in turn, receives the scheduled flight info for this system directly from OAG. I also checked these numbers against another one of FAA's system (i.e., Flight Schedule Data System or FSDS) and received the same results. Thus, these numbers appear to be accurate.



ASPM Data-JetBlue
Flts at JFK....

If you want me to do a write-up and put this support in TeamMate, let me know.

DOCUMENT SEPARATOR

Page 270 redacted for the following reason:

(b)(4), (b)(6)

Office of Aviation Audits

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent:
To:
Cc: (b)(6)
Sub:

Attachments: Doc1.pdf

(b)(6) I have asked (b)(6) to provide an answer to Number 1. Here are the answers to your other two questions:

2. In response to your second question, here is how the number was calculated by our folks: A total of 3,666 passengers traveled on a charter during that week. We estimated that only about 596 of those passengers had previously experienced long tarmac delays on a JetBlue aircraft. We used percentage estimates of the 3,666 passengers (segmented in various delay amount buckets) to get that 596 (as displayed in the file). Remember that the charters operated February 15th – 17th and the extensive tarmac delays occurred on February 14th. Those highly publicized passengers were the first to get out on the 15th and it is not likely that they would still be waiting for a charter on the 16th and 17th. This is why the 596 chunk is relatively low in comparison to the total 3,666.

3. Attached is Chpt. 2 of the FAM.

(b)(6)

(b)(6)

(b)(6)

From: (b)(6)
Sen
To: (b)(6)
Cc:
Sub:

Hi (b)(6)

I have a few more questions:

1. Exhibit 5, Operational Recovery Plan B - What is the difference between level 1, 2, and 3? Who makes that decision? Also, is the JFK local checklist "Airports Local Operational Recovery Plan" that you provided to us?
2. The answer to our question 4h, Number of passengers on these flights that were rerouted to other airlines. I'm confused about the 596 estimate of those that experienced delays of 1 hour or more on their originally scheduled JetBlue flight. It seems like a low number compared to the taxi out enplanements of 15,000 in Exhibit 4.
3. The excerpt from the Inflight Service Standards Handbook A.2 mentions chapter 2 in FAM for delays over 90 minutes. Could you please provide us with Chapter 2?

Thanks.

(b)(6)

Office of Aviation Audits

Office of Inspector General

U.S. Department of Transportation

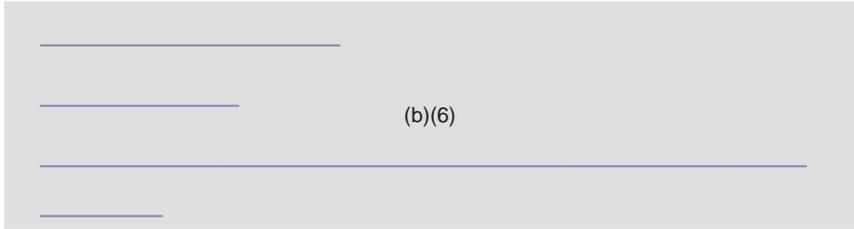
(b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:



Subject: Fw: Additional information Request

Date: Thursday, May 24, 2007 6:41:48 PM

Attachments: [pic20426.jpg](#)

Hi Rita. Thanks for your patience as we gathered this data. We coordinated with our national office to ensure we had all the diversion recovery info you asked about. Please see below:

For your first question reference the meteorologist comment: ZFW (FAA) indicates they do not have additional info beyond what was provided previously. The head meteorologist has been out of town recently, so we were unable to see if NWS (CWSU) had anything additional. We will forward anything they subsequently provide.

On your second comment about diversion recovery: Diversion recovery is a national process and covered by a national FAA Order. The directive covering this process is FAA Order 7210.3, Facility Operation and Administration. The specific sub-section is Chapter 17, para 17-4-5. This directive can be accessed at:
http://www.faa.gov/airports_airtraffic/air_traffic/publications/at_orders/media/FAC.pdf

There was also an Air Traffic Bulletin (ATB) issued on this subject in July 2000 (note the paragraph reference is no longer correct):
Diversion Recovery: An initiative orchestrated by the ATCSCC and users to minimize the impact of disruptions to the NAS. Diversion recovery is utilized during and after periods of significant weather or other phenomena that has adversely impacted the system resulting in flight diversions. The goal of the diversion recovery initiative is to ensure that flights that have already been penalized by having to divert to another airport do not receive additional penalties or delays; however, they are sequenced with airborne traffic.

The ATCSCC, in conjunction with system users, implements diversion recovery. AOC's input "DVRSN" in the remarks section of the flight plan. Airline company priority, from the same airport, is established by order of filed proposed times. The highest priority flights are filed with the earliest times. The air traffic control (ATC) coordinators/dispatchers, working through the ATCSCC, coordinate company priority from different airports. Competing airlines at the same airport will be handled on a "first come, first served" basis. Procedures for diversion recovery are documented in FAA Order 7210.3, Facility Administration, Chapter 17, Paragraph 4-6, Diversion Recovery.

The third question reference a po [redacted] used in briefings with AAL is detailed in the email below from [redacted] (b)(6) and the subject .ppt is attached.

Please let me know if you have additional questions or need more info.

[redacted]
(b)(6)

Central Service Area

----- Forwarded by [redacted] (b)(6) on 05/24/2007 08:23 PM -----

From: [redacted] (b)(6)
Sent: 5/24/2007 7:03:11 PM CDT
To: [redacted] (b)(6)
Subject: Additional information Request

[redacted]
(b)(6)

I believe the presentation the IG is referring to is the one we gave to the AAL pilot Flight Manual Brief classes over a nine month period from April, 2006 through January, 2007. During the discussion with the IG, they asked if ATC does anything to educate pilots on severe weather initiatives and I mentioned these briefings. I have attached the power point presentation of the briefings.

Thanks.

[redacted]
(b)(6)

(Embedded image 6.jpg)
----- Forwarded by (b)(6) on 05/18/2007 03:06 PM -----

----- Forwarded by (b)(6) on 05/14/2007 02:52 PM -----

(b)(6)

05/08/2007 11:05
AM

(b)(6)
<

Additional information Request

(b)(6),

Thank you again for meeting with us on March 19. As a follow-up to that meeting, would you please provide the following:

1. Regarding the FAA meteorologist's (one on duty at the time) comments about the 12/29/06 storms (e.g., this was the first such storm he had seen in 22 years of experience and the storm's unusualness) – could you please provide any copies of written statements (e.g., memo or email) that show the specific language he used about his viewpoint on or comments about the storms.
2. Regarding Diversion Recovery: Is there more comprehensive information

on this? If so, could you please provide the information for us or give us a website where we could download such information. For further clarification, has the program been implemented yet? If yes, as of what date? Locally only or nationally?

3. There was mention of a Power Point presentation that FAA used to educate pilots/airlines. Was this a local program or national? Would you please provide us a copy of the presentation.

We appreciate your additional help in providing the information. If the requested information is available electronically, please send it via email. Please contact me if you have any questions.

Thank you in advance for your help.

(b)(6)

U.S. Department of Transportation

Office of Inspector General

JA-10 San Francisco

(b)(6)

(b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent: September 14, 2007 12:34 PM
To: (b)(6)
Subject: Information on passengers removed in AUS

Please include this email in TeamMate to support the suggested changes provided by AA based on this morning conference call. Thank you in advance.

(b)(6)

From: (b)(6)
Sent: (b)(6)
To: (b)(6)
Subject: Information on passengers removed in AUS

I had your e-mail address incorrect when I sent this...

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)

Fax: (b)(6)

Email: (b)(6)

From: (b)(6)
Sent: M
To: (b)(6)
Cc:
Subject: moved in AUS

Further to my earlier e-mail setting out the 74 local and non-local passengers removed in AUS, please note that the term "local" in this context means passengers whose final ticketed destination was AUS or SAT (these two cities are relatively close to one another).

(b)(6)

American Airlines, Inc.

Mailing Address:

(b)(6)

Fort Worth, Texas 76261-9616

Physical Address:

(b)(6)

Fort Worth, Texas 76155

Tel:

Fax: (b)(6)

Email:

DOCUMENT SEPARATOR

From: (b)(6)
Se ber 14, 2007 11:23 AM
To: (b)(6)
Su gers Removed in Austin

Please include this email in TeamMate to support the suggested changes provided by AA based on this morning conference call. Thank you in advance.

(b)(6)

From: (b)(6)
Sen ber 14, 2007 11:13 AM
To: (b)(6)
Cc: (b)(6)
Sub gers Removed in Austin

OK then, we stick with what we have.

From: (b)(6)
Sent: ber 14, 2007 11:12 AM
To: (b)(6)
Su sengers Removed in Austin

8 local to austin 20 nonlocal to austin but san antonio, its an hour south of austin.

From: (b)(6)
Sen ber 14, 2007 11:05 AM
To: (b)(6)
Cc:
Sub gers Removed in Austin

In addition, I disagree with (b)(6)

The statement in the draft report that AA did not FULLY adhere to its policy is correct. As the delay continued into hour 4 and beyond, many more passengers wanted to get off the aircraft but couldn't. The pilot informed passengers that he requested a gate and bus to deplane passengers. After the second bus pick-up, more passengers were waiting in the back of the plane for the bus to return but it never did. The pilot later announced that he was told the bus will not return (with no explanation).

From: (b)(6)
Sen mber 14, 2007 10:54 AM
To: (b)(6)
Sub engers Removed in Austin

So (b)(6) saying that all 28 passengers were local?

From: (b)(6)
Se mber 14, 2007 10:52 AM
To: (b)(6)
Su sengers Removed in Austin

(b)(6) said that Austin considers San Antonio passengers as local, so 20 passengers with destination San Antonio were counted as local

From: (b)(6)
Se mber 14, 2007 10:49 AM
To: (b)(6)
Su engers Removed in Austin

For flight #1348, does (b)(6) mean eight local, twenty non-local passengers?

From: (b)(6)
Sen 10:46 AM
To: (b)(6)
Sub d in Austin

This shed a whole new light on the subject.

From: (b)(6)
Sen
To: (b)(6)
Cc:
Subject: Passengers Removed in Austin

(b)(6)

Per out tc, please be advised of the following removal numbers:

Flight # 1708 four local passengers
Flight # 1514 two local passengers
Flight # 592 seven local passengers
Flight # 534 ten local passengers, one nonlocal passenger
Flight # 2412 one local passenger
Flight # 1008 fourteen local passengers
Flight # 1348 eight local, twenty local passengers
Flight # 2302 seven local passengers

In light of the fact that we removed both local and nonlocal passengers who requested to get off the aircraft, I don't think the statement in the draft report that we did not adhere to the local policy to remove passengers upon request is accurate.

(b)(6)

American Airlines is having an issue with some of our servers and (b)(6) server is affected; therefore, (b)(6) email i message, please feel free to call (b)(6) or (b)(6) at (b)(6) Thank you.

(b)(6) on behalf of (b)(6)

AmericanAirlines® We Know Why You Fly®

www.aa.com

American Airlines

MD 5675

(b)(6)

Fort Worth, TX 76155

(b)(6)

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DOCUMENT SEPARATOR

From: (b)(6)
Sent: Friday, May 04, 2007 2:23 PM
To: (b)(6)

Su
Hi (b)(6)

I w ering what the status of this request is.
Thanks.

(b)(6)

udits
Office of Inspector General

(b)(6)

From: (b)(6)
Sent: 7 4:23 PM
To: (b)(6)
Cc:
Sub

Hi (b)(6)

I'm reviewing the exhibits that JetBlue provided and have a question. Our question 6 (and exhibit 6) does not answer what I think we want. So, my new question is: How many "crewmembers" were working (on duty) at JFK February 13 through February 20, 2007 (for each day)? How many additional crewmembers were working? For example, JetBlue under normal operations would have _____ customer service agents scheduled to work on Wednesday, February 14. On February 14, 2007, JetBlue had _____ crewmembers working during irregular operations. I need a total number and for each individual job classification, such as pilots, flight attendants, customer service, ramp operations, holiday helpers, etc

Thanks (b)(6) have any questions, please feel free to call me. Also, let me know if this is doable. (b)(6)

(b)(6)

Office of Aviation Audits
Office of Inspector General

(b)(6)

DOCUMENT SEPARATOR

StaffingFrom: (b)(6)
Sen 14 AM
To: (b)(6)
Sub ing

From: (b)(6)
Sent
To: (b)(6)
Subj

(b)(6) Sorry for the delay in getting this to you. We should have pretty good estimates for Flight and In-Flight by the end of the week. As for Holiday Helpers, we only have the information as to who was scheduled to work (not who actually did - the #s would obviously be significantly higher.) We are still trying to pull the info. together for Airports but our systems do not overlap so we are trying to determine whether there are other ways we can get the info. I have the #s for Dispatch, which I can send to you but thought I would just include them with Flight/In-Flight later this week.

(b)(6)

JetBlue Airways Corporation

(b)(6)

Forest Hills, NY 11375

(b)(6)

From: (b)(6)
Sen
To: (b)(6)
Sub

Hi (b)(6) ,

How is it going with this info? Maybe we could revise the request some way. Let me know what you have.

(b)(6)

Audits
Office of Inspector General

(b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Subject:

(b)(6) We are still trying to pull this information together. Thanks for your e.

Best,
(b)(6)

(b)(6)

JetBlue Airways Corporation

(b)(6)

Forest Hills, NY 11375

(b)(6)

From: [redacted] (b)(6)
Sent:
To:
Cc: [redacted] (b)(6)
Sub

Hi [redacted] (b)(6) ,

I'm reviewing the exhibits that JetBlue provided and have a question. Our question 6 (and exhibit 6) does not answer what I think we want. So, my new question is: How many "crewmembers" were working (on duty) at JFK February 13 through February 20, 2007 (for each day)? How many additional crewmembers were working? For example, JetBlue under normal operations would have _____ customer service agents scheduled to work on Wednesday, February 14. On February 14, 2007, JetBlue had _____ crewmembers working during irregular operations. I need a total number and for each individual job classification, such as pilots, flight attendants, customer service, ramp operations, holiday helpers, etc

Thanks [redacted] (b)(6) If you have any [redacted] ease feel free to call me. Also, let me know if this is doable. [redacted] (b)(6)

[redacted] (b)(6)

Office of Aviation Audits
Office of Inspector General
U.S. Department of Transportation

[redacted] (b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:

[Redacted]

Subject: RE: 12/29 Proactive Mailings

Date: Wednesday, May 02, 2007 10:47:39 AM

Attachments:

None of the vouchers have yet been used.

By the way, we do [Redacted] (b)(6) received the vouchers – a Customer Service person spoke with [Redacted] (b)(6) this year, and [Redacted] (b)(6) confirmed their receipt of the vouchers.

[Redacted] (b)(6)

Mailing Address: [Redacted] (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: [Redacted] (b)(6)

Tel: ([Redacted])
Fax: ([Redacted] (b)(6))
Email: [Redacted]

From: [Redacted] (b)(6)
Sen
To: [Redacted] (b)(6)
Cc: [Redacted] (b)(6)
Sub gs

Thanks for the info. Would you know if [Redacted] (b)(6) family members have cashed in the vouchers?

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Subject: FW: 12/29 Proactive Mailings

(b)(6), see response from Customer Relations below.

(b)(6)

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616
Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel:
Fax: (b)(6)
Ema

From: (b)(6)
Sent: May 02, 2007 9:27 AM
To: (b)(6)
Su 9 Proactive Mailings

(b)(6)

We mailed the vouchers to the Hanni family on or about January 15, 2007. Here are the four vouchers:

(b)(6) VCH COMPLETED
American Airlines - /PROACTIVE CON
(b)(6) VCH COMPLETED
American Airlines - /PROACTIVE CON
(b)(6) VCH COMPLETED
American Airlines - /PROACTIVE CON
(b)(6) VCH COMPLETED
/PROACTIVE CON

(b)(6)

The address is:

(b)(6)

Napa CA 94558-1506

The letter text, signed by Executive Vice President of (b)(6) follows:

I'm sure you'd rather not be reminded about your travel experience on December 29. However, I thought it was important to contact you regarding the facts since you were caught in our struggle with the severe and unpredictable weather in the Dallas/Fort Worth area that day. We are sorry that we didn't serve you better in view of the impact this prolonged weather event had on our operation. I can tell you that this was one of the worst days in terms of diverted aircraft we have seen in over 30 years in this area.

Safety is obviously our top priority. During the heavily traveled holiday periods, we also recognize that virtually all of the seats are sold out and travelers who are impacted by bad weather cannot be accommodated on other airplanes; thus, our weather contingency plans are intended to do all possible to safely get our customers to their ultimate destination despite the completely unpredictable nature of the storms and their duration. The weather-related challenges we experienced on December 29 were extreme, and we regret the impact they had on your travel.

I'd like to offer more than just an apology. As a gesture of our concern for the inconvenience you experienced, we have enclosed a transportation voucher. This voucher also includes an amount to offset the reservations ticketing fee. The voucher can be applied towards the future purchase of American Airlines and/or American Eagle tickets.

It is my hope that this frustrating travel day did not detract from your good holiday memories. We hope to see you aboard again soon.

We welcome all customer feedback. The next time you feel something deserves our attention, please email us via AA.com at www.aa.com/customerrelations. We'll receive your comments without delay and be back to you as soon as possible.

(end letter text)

I will add that American has since eliminated the "reservations ticketing fee" for all customers using a voucher when booking over the phone through our Reservations service.

(b)(6)

From: (b)(6)
Sen y 02, 2007 8:30 AM
To: (b)(6)
Sub 29 Proactive Mailings

(b)(6) can you have someone track down the vouchers we sent to passenger
(b)(6) and family per the request below from the Inspector General?

(b)(6)

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email (b)(6)

From: (b)(6)
Sen
To: (b)(6)
Cc: (b)(6)

Subject: RE: 12/29 Proactive Mailings

If so, when were the travel vouchers mailed? We would need a copy of the letter and the voucher numbers. Thanks

(b)(6)

From: (b)(6)
Sent: Tuesday, May 01, 2007 3:12 PM
To:
Cc: (b)(6)
Su ngs

Hi (b)(6)

If this statement is correct, (b)(6) and (b)(6) family members should have received the travel vouchers for the December 29, 2006 delay in AUS (i.e. 4 travel vouchers). Did your Customer Relations Department have (b)(6) address?

(b)(6)

From: (b)(6)
Sen
To: (b)(6)
Cc:
Sub

Please see below from the Managing Director of our Customer Relations Department, confirming that AA proactively sent, as a customer service gesture, \$500 travel vouchers to the 4 flights that experienced long delays in AUS.

(b)(6)

American Airlines, Inc.

Mailing Address: (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email (b)(6)

From: (b)(6)
Sent: 02, 2007 3:30 PM
To: (b)(6)
Sub 9

(b)(6),

Flights 1348, 2412, 1008 and 534 were included in the proactive mailings.
We sent a \$500.00 travel voucher to every customer for whom we could find an address on these four flights.

(b)(6)

From: (b)(6)
Sent: 2, 2007 3:20 PM
To: (b)(6)
Sub

Can you confirm that flights 1348, 2412, 1008 and 534 were included on the proactive mailings you guys did?

Also, what was the per passenger voucher amount?

Thanks (b)(6)

(b)(6)

Mailing Address: (b)(6)
F

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)

Fax: (
Email

(b)(6)

DOCUMENT SEPARATOR

Pages 303 through 305 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 307 through 308 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 310 through 311 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent: y 17, 2007 5:59 PM
To: (b)(6)
Subj: (b)(6) sengers' Rights

Cal put a real nice touch on the response

----- Original Message -----

From
To: (b)(6)
Sent
Subject: RE: Urgent from (b)(6) Coalition for Passengers' Rights

(b)(6)

I appreciate your note and the concerns you voiced on behalf of the Coalition. My staff has been working diligently to complete its work so that we can report to the Secretary on the questions raised in (b)(6) February 26 request to us.

I have discussed your email with (b)(6) and others on my staff, and (b)(6) would to some inaccur information provided to you by (b)(6) (b)(6). (b)(6) did not tell (b)(6) that the airlines and airports have been ed he briefing p o the Secretary, because they have not. In accordance with our policy for handling all audit projects, however, they will get an opportunity to review and comment on the draft report (a separate document from the briefing presented to the Secretary), if they choose to do so.

It appears that there was also a misunderstanding as to the number of aircraft diverted to Austin. (b)(6) (b)(6) and (b)(6) (b)(6) informs me t (b)(6) told (b)(6) that four aircraft were diverted to bergstrom International Airp en had ground delays in excess of four hours, not a total of four diversions.

Our review of the events of December 29, 2006, is not limited to American Airlines or flight 1348. We have met with officials from different airlines at both Austin and Dallas-Fort Worth airports, and with FAA air traffic controllers and airport officials at both locations. We have also spoken with several passengers who were on flight 1348 as well as those from other flights that were diverted to Austin and San Antonio.

Regarding the release date of our report to the Secretary, we have a rigorous quality control review process that is required for each report, and that process for this report will not be completed until sometime in August. Once our report is final, we will make it publicly available both in hard copy and on our Internet site at www.oig.dot.gov <<http://www.oig.dot.gov/>> .

I hope this information alleviates your concerns, and I appreciate the attention you and the Coalition have brought to the issue of airline customer service.

Best regards,

Cal Scovel

From: (b)(6)
Sent:
To: Scovel, Calvin L.
Subject: Urgent from (b)(6) Coalition for Passengers' Rights

Calvin,

I am extremely concerned about several rumors I'm hearing about your report. I understand that you may not release it until (b)(6) which is after the scheduled floor vote. I also understand that (b)(6) has been briefed and that you have the airlines to see it and airports to verify its accuracy. (b)(6) just spoke to one of our members and told him that there were only 4 planes on our tarmac that day in Austin. That's not true. I can provide more flight numbers than that. The truth is, the DOT told me they were only investigating my flight. How on earth can you make a determination about the cause of an event like Dec. 29th (a management decision to let planes sit out on the tarmac indefinitely with no plan to take them to a gate) without investigating all the flights. I tried to impact this by having passengers call the IG's office. But they said they weren't allowed to investigate any others.

Chairman Costello based his delay in deciding on passengers' rights legislation on your report, but it needs to come out before the floor vote so real people like us have a chance to react to it and check its authenticity. Believe me, there will be swift backlash from passengers who were profoundly effected by this if they feel alienated in the report.

If you limited the scope to one plane, or even just Austin, you cannot form a complete and thorough opinion about the decisions made and who made them. I was concerned about this from the moment they came to my home and began asking me questions like "what kind of soda do you like"? At least 7 different times they asked me if I had a bottle of water or muffins. These are not the kind of questions that get to the bottom of why so many planes were diverted and sat for

so many hours on runways for no good reason and putting passengers at risk of all kinds of different maladies.

We, the passengers, should be able to see the report if the airlines get to. Furthermore, it strikes me as very odd that the Congress wouldn't be insisting on the report now given the brevity of the situation for the floor vote.

I really have a lot of respect for you. I felt good about our conversation at the House hearing. Please understand that I'm doing the best I can to represent fairly the disenfranchised passengers of Dec. 29th and all others since and before then.

(b)(6)

Get a sneak peak of the all-new AOL.com
<<http://discover.aol.com/memed/aolcom30tour/?ncid=AOLAOF00020000000982>> .

DOCUMENT SEPARATOR

From:

To:

CC:

Subject:

Date: Tuesday, May 15, 2007 8:04:07 AM

Attachments:

From:

(b)(6)

Sen

To:

(b)(6)

Sub

ount of flight 1348

hi (b)(6)

the following is my account of my experience on flight 1348. it was typed out a day or so after the experience, so i trust this account more than anything i may have told you the other day on the phone. i hope this is useful. best, jeff

>>>december 29, 2006: i got to SFO at around 5:15 a.m. i got to the gate five minutes before boarding began. AA started the boarding process, and people queued but didn't seem to board. i ran to the bathroom, came back and heard they'd moved gates. from 61 to 64. no explanation was given. as we moved gates, i ran into a photographer friend from journalism school who was on the same flight. we chatted and then they moved gates again. 64 to 63. we board. the captain came on and apologized, saying there was electronic failure with the first plane (gate 61). but now the door to the cargo area wouldn't close, and it would be "a few minutes." flight scheduled to leave at 6:05 a.m., and the reason i woke up at 3 a.m., now leaves at 7:30 a.m.

we fly.

two hours into the flight, the captain came on and said the dallas airport was closed due to a storm, and that we were landing in austin to refuel and wait the storm out. in the back of my mind, i thought, maybe they'll offer to let us off the plane in austin and i'd as soon rent a car and drive to dallas. we landed in austin, and the offer was only to let people who were connecting to austin to begin with off the plane. the rest of us were still planning to wait for dallas to open again.

but we were stuck in the plane, not at a gate, just parked in the middle of some taxi way. after at least two hours (around 2 or 3 p.m. dallas time), the six or seven other planes in similar situations began taking off, including us. we were next to last, but planes were taking off. [from notes, contrary to what i remembered when i spoke with DOT officials] oh, we'd all been up since an early hour, and no food had been served other than \$5 muffins. we got all the way up to turn onto the actual runway, and the plane stopped, mid-turn. DFW was open, but now the storm was hitting austin. the plane behind us went around us and took off. we watched that happen. after 15 minutes, the pilot came on and apologized, saying he could've flown, but he saw a flash of lightning and didn't do it. he apologizes again. the storm hit hard, and we were still stuck half-turn.

we must've stayed like that at least two hours, almost till dark. then we were told a plane needed us to get out of the way. this whole time, other planes were taking off and landing to and from austin. we could see that. so, we got out of the way. another bit of sitting (maybe an hour), and we move, the pilot telling us it would be at least three hours till they could get us to the gate, but they were trying to get another bus out to let those of us who wanted out, out. we were told dallas was closed again, but in the meantime, i found out from my dad (other passengers confirmed this) that DFW never shut down the entire airport. american was the only airline that decided not to land there. that story checked out, as all the other grounded planes were american. the pilot also told us they would try to get "catering" to us. it must've been 5:30. totally dark. we hadn't eaten.

so we parked in the original spot, two other american airlines planes next to

us. after an hour, "catering" came. it was little packages of trail mix, meaning three or four miniature pretzels and a cheese cracker. i'm not exaggerating. we asked for and received free liquor. i suggested the flight attendants have some too, but they said no. an hour passed, and things were even more surreal. at maybe 8 pm, the bus finally came, but the people in the back of the plane rushed it and only 15 got on. none of the families with children, the pregnant lady, or, we later found out, the diabetic person, made it to that bus. but they said another bus would soon be there, or we could wait it out and go to the gate with the plane.

my photographer friend had a friend whom she knew from the dallas morning news (newspaper), and they wanted to interview people by cellphone. i was first. no other buses ever came.

at 8:30, the pilot came on and said he and the other two planes had decided they were going to taxi as close to the gate as possible and break TSA regulation, opening emergency doors if they had to. austin still wouldn't guarantee us a gate. on one of our taxi-ing trips, we could see the terminal, and there were at least 5 gates open. but we weren't allowed.

so one by one, the three planes (including ours) went toward the gate. we got closer, stopped for about 15 minutes, then finally pulled to the gate a little after 9 pm. that made 8.5 hours of sitting, 13 hours on the plane, awake for 16, eating only four miniature pretzels. they told us to go to baggage claim three, where we'd find our bags and complaint forms.

i had reserved a car already, and figured i'd get my bags and get out of there. we watched people from our flight get their bags, but an hour went by, and (b)(6) my friend) and i didn't have ours. we noticed a few other people were aiting with us. through the rumor mill, we heard that they stopped unloading bags midway through and decided that since they were flying to dallas at 8 the next morning, the rest of the bags would go with the plane. but there were no announcements, so we were left guessing. there was one american employee in the baggage claim area, but she had no answers for us. i got on the phone with AA and waited at least 20 minutes, but never got through to anyone.

(b)(6) reporter friend was about to file her story and told us that in 1999 in detroit, the same thing happened and the passengers threatened a lawsuit. northwest airlines settled out of court for \$7.1 million. so the last thing we did before getting our rental car was to get as much contact info from passengers still at the airport. no hotel vouchers were given, and still no announcements of anything from american.<<<

DOCUMENT SEPARATOR

Pages 322 through 323 redacted for the following reasons:

(b)(4)

(b)(4), (b)(6)

DOCUMENT SEPARATOR

tFrom: (b)(6)

(b)(6)

8:54 AM

To: (b)(6)

Cc: (b)(6)

Subj: Long On-board Delay Assignment

Hi (b)(6): I spoke with (b)(6) who advised that (b)(6) certain (b)(6) meant in our 7 years of operating history or to the 14th, JetBlue had never had a systemic series of out-to-off or tarmac delays like we had in February; that we had only (if ever) had them as part of a very rare one-off event. Please let me know if you have any questions.

Best,

(b)(6)

(b)(6)

5

(b)(6)

From: (b)(6)

Sen

To: (b)(6)

Cc:

Subject: Long On-board Delay Assignment

Hi (b)(6),

We are still working on this assignment. I need clarification on a point. Based on notes, in a conversation with (b)(6) was talking about JetBlue had previously never dealt with extreme delays. Can you clarify this for me? February 14th was extreme. Had JetBlue previously dealt with long on-board delays of any significance?

Thanks. We are trying to make sure we understand.

(b)(6)

Office of Aviation Audits

Office of Inspector General

U.S. Department of Transportation

(b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sent: December 25, 2007 4:54 PM
To: (b)(6)
Cc: (b)(6)
Subject: Onboard Delay Times

Attachments: AA Long Onboard Delay Chart.xls

Greetings (b)(6) :

I have attached a chart of AA aircraft long on-board delays resulting from diversions to Austin Bergstrom International Airport on December 29, 2006. We will use this spreadsheet (or something quite similar) in the report, and wanted to ensure accuracy.

Would you be able to confirm that these on-board delay lengths are correct? If you have the actual arrival and deplanement times that are used to calculate these onboard delay time lengths, they would also be most helpful (see columns in spreadsheet).

One important detail:

AUS provided us maintenance ramp records for December 29. There are discrepancies between the time length recorded by AUS for the 4 longest- delayed aircraft, and the information provided by AA for the 4 longest- delayed aircraft.

It is my understanding that the AUS maintenance ramp records for these 4 aircraft should be shorter in time length than those provided by AA, as they do not account for aircraft travel to the gate and passenger deplanement. However, with the exception of the first entry, all of the other numbers show a time length greater than or about the same as that provided by AA.

I inserted column showing the AUS record entries 4 longest on-board delayed aircraft, and their tail numbers, for your reference. Please let me know if you need any clarification.

We appreciate your timely consideration of this matter.

(b)(6)

r General
tion

(b)(6)

-----age-----

From: (b)(6)
Sent: December 25, 2007 3:07 PM
To: (b)(6)
Subject: Document <4 pages ~134 KB> -- 4/9/2007 11:19:41 AM

-----Original Message-----

From: (b)(6)
Sen
To: (b)(6)
Cc:
Subject: FW: Scanned document <4 pages ~134 KB> -- 4/9/2007 11:19:41 AM

(b)(6) attached is the 1348 timeline you have requested. A few comments.

It may be a little hard to see on the PDF, but if you look at the first attachment you will see "1348" in a cell in the second column and then under the "load agent" column you will see two notations: "LAV" and "FOOD". These notations were made by station personnel on 12/29 to indicate that food and water were provided to flight 1348 and that the flight also had lav service.

The two other attachments are Sky Chefs delivery slips showing Sky Chefs took food and water to flight 1348 (recall that AA personnel took food and water out the first time, but later in the day AA supplies were running low so we called Sky Chefs).

You will also note that the timeline shows an arrival at the gate time of 22:05. We previously told you guys the tarmac time for this flight was just over 8 hours, but a 22:05 on gate would make it just over 9 hours. Back in early January when we were doing our internal investigation, we identified an arrival time of approximately 21:00 from station information. In pulling together the timeline, however, we took a look at our flight crew pay system, which noted a 22:05 gate arrival; it is the most accurate information we have and thus we have used it for the timeline.

(b)(6)

Mailing Address: (b)(6) 76261-9616 Physical Address: (b)(6)

(b)(6)

Fort Worth, Texas 76155

Tel:
Fax: (b)(6)
Email:

-----O

From: (b)(6)
Sen
To: (b)(6)
Subject: Scanned document <4 pages ~134 KB> -- 4/9/2007 11:19:41 AM

Flt 1348 Timeline

This communication may contain information that is privileged, confidential and exempt from disclosure under applicable law. Any use, dissemination or copying of this communication other than by the addressee is prohibited.

DOCUMENT SEPARATOR

Pages 332 through 333 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Page 335 redacted for the following reason:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: [redacted]
To: [redacted] (b)(6)
CC: [redacted]
Subject: RE: Overnight accommodations and meal voucher information
Date: Tuesday, May 01, 2007 10:10:54 AM
Attachments:

No, sorry, my e-mail was not clear.

A Reservation Agent (b)(6) spoke to on the phone directed (b)(6) to talk to a ticket counter agent in AUS

We do not know if (b)(6) in fact did speak to an AUS agent and ask for a voucher.

We do know none of the vouchers that were issued were issued to (b)(6).

[redacted]
(b)(6)

Mailing Address: [redacted] (b)(6)
Fort Worth, Texas 76261-9616

Physical Address: [redacted] (b)(6)

Tel: [redacted] (b)(6)
Fax: [redacted]
Email: [redacted] (b)(6)

From: [redacted] (b)(6)
Sen
To: [redacted] (b)(6)
Cc: [redacted] (b)(6)
Sub ations and meal voucher information

Hi (b)(6)

Just a clarification... am I correct in saying that (b)(6) and (b)(6) family members did not receive any compensation on Decembe i.e. meal and hotel

vouchers) and that there is a reference in AA system that (b)(6) inquired about a voucher but AUS ticket counter agent did not give (b)(6) one?

(b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Cc: (b)(6)

ht accommodations and meal voucher information

We did not find anything indicating the (b)(6) were given a hotel voucher – there is a reference that an AUS ticket counter agent to inquire about a voucher, but that is all we have – no indication that they ever did so.

(b)(6)

Mailing Address: (b)(6)

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email: (b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Cc: (b)(6)
Sub: al voucher information

By the way, were you able to find out whether (b)(6) or (b)(6) family members were given any compensation on D 6?

From: (b)(6)

Sen

To:

Cc:

Sub

(b)(6)

I voucher information

(b)(6)

Would you break this down by flight and explain the reason(s) why the vouchers were given or not given?

For example, how many passengers on Flight 1348 received hotel, "distressed rate", and meal vouchers? Why were the vouchers given or not given? Did everyone on the Flight receive the same voucher? If not, why?

Please give me a call if you have any questions. Thank you.

(b)(6)

US DOT/OIG

(b)(6)

From:

(b)(6)

Sen

To:

Cc:

Sub

(b)(6)

For Flights 534, 1008, 1348, and 2412, we issued a total of eighty hotel vouchers and 44 "distressed rate" vouchers (which give a deeply discounted hotel rate to the passenger).

We issued 77 meal vouchers to passengers from these flights.

(b)(6) please check my number and correct me if I got anything wrong.

(b)(6)

Mailing Address:

(b)(6)

Fort Worth, Texas 76261-9616

Physical Address: (b)(6)

Fort Worth, Texas 76155

Tel: (

Fax: ((b)(6)

Email

DOCUMENT SEPARATOR

Page 342 redacted for the following reason:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 344 through 348 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From:

To:

CC:

(b)(6)

Subject:

RE: Overnight accommodations and meal voucher information

Date:

Monday, April 30, 2007 9:18:07 AM

Attachments:

I will fax you spread sheets that break the vouchers down by flight number (note - it is over inclusive in that it has information related to flights other than the 534, 1348, 1008 and 2412). What is the best fax number?

The 44 "distressed rate" vouchers were issued in error - they should have been straightforward hotel vouchers. This was due to agent error in Austin. As explained in my e-mail of April 2, we do not pay for hotels when flights cancel due to weather UNLESS the flight cancels in a diversion city. In the rush of events in December, some of the AUS agents did not appreciate the distinction between diverted and non-diverted flights for purposes of hotel accommodations, and thus gave distressed rate vouchers to passengers of cancelled diverted flights on the assumption they would be treated the same as passengers of flights that cancelled but had not diverted.

(b)(6) please let us know if this is inaccurate in any way.

(b)(6)

Mailing Address:

(b)(6)

Physical Address:

(b)(6)

Fort Worth, Texas 76155

Tel: (

Fax: (

Email

(b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Sub al voucher information

(b)(6)

Would you break this down by flight and explain the reason(s) why the vouchers were given or not given?

For example, how many passengers on Flight 1348 received hotel, “distressed rate”, and meal vouchers? Why were the vouchers given or not given? Did everyone on the Flight receive the same voucher? If not, why?

Please give me a call if you have any questions. Thank you.

(b)(6)

US DOT/OIG

(b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Sub

For Flights 534, 1008, 1348, and 2412, we issued a total of eighty hotel vouchers and 44 “distressed rate” vouchers (which give a deeply discounted hotel rate to the passenger).

We issued 77 meal vouchers to passengers from these flights.

(b)(6) please check my number and correct me if I got anything wrong.

(b)(6)

Mailing Address: (b)(6)

Physical Address: (b)(6)
Fort Worth, Texas 76155

Tel: (b)(6)
Fax: (b)(6)
Email (b)(6)

DOCUMENT SEPARATOR

Source:

From: Origin ID: DALA (b)(6)
(b)(6)
Southwest Airlines Co.
Love Field Drive
Dallas, TX 75235



CL5012107/21/23

Ship Date: 09MAR07
ActWgt: 1 LB
System#: 8751509/INET7011
Account#: S *****

Delivery Address Bar Code



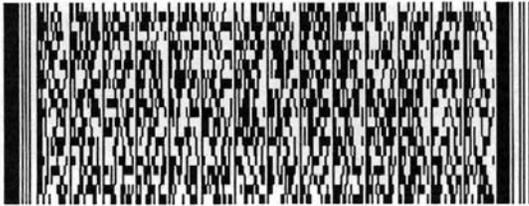
SHIP TO: (202)366-2004 BILL SENDER
(b)(6)
DOT OIG
(b)(6)
San Francisco, CA 94105

Ref #
Invoice #
PO #
Dept #

STANDARD OVERNIGHT

MON

Deliver By:
12MAR07



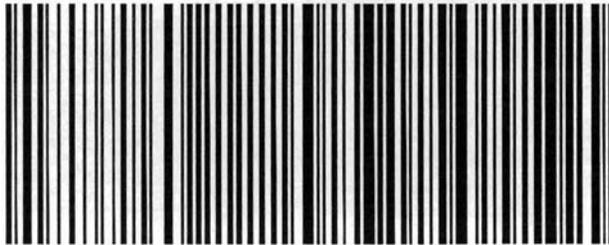
(b)(6)

FORM
0201

SFO A1

94105 -CA-US

XH JCCA



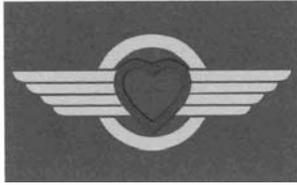
Shipping Label: Your shipment is complete

1. Use the 'Print' feature from your browser to send this page to your laser or inkjet printer.
2. Fold the printed page along the horizontal line.
3. Place label in shipping pouch and affix it to your shipment so that the barcode portion of the label can be read and scanned.

Warning: Use only the printed original label for shipping. Using a photocopy of this label for shipping purposes is fraudulent and could result in additional billing charges, along with the cancellation of your FedEx account number.

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(b)(6)

Customer Advocacy and
Communications

Love Field

(b)(6)

Dallas, TX 75235-1647

(b)(6)

March 9, 2007

VIA FEDERAL EXPRESS

(b)(6)

U.S. Department of Transportation
Office of Inspector General

(b)(6)

San Francisco, CA 94105

Re: Extended Delay OIG Review

Dear (b)(6) :

As requested, enclosed is information surrounding flight irregularities at Austin-Bergstrom Airport between December 29, 2006 and January 5, 2007.

Additionally, your contact at the Austin Airport is Southwest Airlines Station

(b)(6)

can be reached at telephone number

(b)(6)

or (b)(6)

Southwest Airlines Co. considers the enclosed internal documents associated with the above-referenced material to contain commercial information of a privileged or confidential nature and/or other information from personnel, medical, and/or similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. Accordingly, we maintain that these documents are exempt from public disclosure under 5 U.S.C. §§ 552(b)(4) & (b)(6). The documents covered by this submittal are:

- Number of flights cancelled, diverted, or delayed from December 29, 2006 through January 5, 2007
- Number of flights that experienced long onboard delays of more than one hour December 29, 2006 through January 5, 2007
- Information as requested for each flight that incurred a long onboard delay, with the exception of refunds requested as we do not tie refund requests to flight, date, and incident.

We appreciate the opportunity to submit this material to your office for review. Thank you for your consideration and cooperation.

Respectfully submitted.

(b)(6)

Enclosures

/la

Pages 357 through 369 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Pages 371 through 372 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

Page 374 redacted for the following reason:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

From: (b)(6)
Sen ber 21, 2007 8:32 AM
To: (b)(6)
Subject: FW: status on initiatives

From: (b)(6)
Sen
To: (b)(6)
Sub us on initiatives

(b)(6) I was in NYC today at a Port Authority Delay Task Force meeting. I will get you a response tomorrow. (b)(6)

From: (b)(6)
Se
To: (b)(6)
Su on initiatives

(b)(6)

Could I please get an update on bullets 3 and 4 so we can update our draft report on long on-board delays.

On February 22, 2007, ATA announced an initiative for dealing with long, on-board delays and proposed the following course of action:

- Each airline will continue to review and update its policies to ensure the safety, security, and comfort of customers.
- Each airline will work with FAA to allow long-delayed flights to return to terminals in order to off-load passengers who choose to disembark without losing that flight's position in the departure sequence.
- ATA will ask the Department to review airline and airport emergency contingency plans to ensure that the plans effectively address weather emergencies in a coordinated manner and provide passengers with essential needs (i.e., food, water, lavatory facilities, and medical services).
- ATA will ask the Department to promptly convene a meeting of air carrier, airport, and FAA representatives to discuss procedures to better respond to weather emergencies that result in lengthy flight delays.

DOCUMENT SEPARATOR

From: (b)(6)
Sent: 007 10:58 AM
To: (b)(6)
Subject: ssue--Stranded Airline Passenger Review Audit
[Call me when you want some help. I'm here.](#)

(b)(6)

(b)(6)

From: (b)(6)
Sent: , 2007 2:34 PM
To: (b)(6)
Subject: RE: Teammate Issue--Stranded Airline Passenger Review Audit

Hi (b)(6) ! Thank you for your prompt response and patience.

I would love to walk through it with you tomorrow. Please give me a call at your convenience (I'll be here 7:30-4:00 PDT)
I'll try to see if I can recreate the folder and copy paste as you suggested.

More specifically, the following items are missing:

1. Subfolder E.6: "Carrier Data 12/29/06 to 1/5/07" This subfolder contains the following procedures:
 - a. E.6.PS "United Airlines" with References E.6.2, E.6.3
 - b. E.6.PS "Delta Airlines" with References E.6.4
 - c. E.6.PS "Southwest Airlines" with References E.6.5, E.6.6
 - d. E.6.PS "Continental Airlines" with References E.6.7
 - e. E.6.PS "BTS Airport Data" with References E.6.1
2. Subfolder E.9: "Other Airline Summary." This subfolder contains the following procedures:
 - a. E.6.PS "Other Airlines Summary" with References E.9.1

FYI, these missing files were on either side of the "Please Delete" folders, so maybe there was some type of glitch that resulted in the above folders being deleted as well?

Thanks again!

(b)(6)

eral

U.S. Department of Transportation

(b)(6)

From: (b)(6)
Sen 007 11:01 AM
To: (b)(6)
Sub ate Issue--Stranded Airline Passenger Review Audit

(b)(6) -

So, they are procedures? Or folders? I will have to look at it and see what happened. How very odd. Did you all check the conflicts? There were so many errors in the file, maybe TeamMate couldn't figure it out. I can walk through it with someone tomorrow (Friday), if you want to give me a call.

To get them back, if you are folders, you have to recreate those folders. Ultimately, the best way to fix this to open both audits (the replica and the master) and copy the procedures from the replica to the master. Go to the procedures you want, right click, select copy procedures and then go to the master where you want them and right click and select paste procedures (Be sure to check "copy executed fields" too.)

Please let me know if you need any assistance.

(b)(6)

ortation

(b)(6)

From: (b)(6)
Sent: 18, 2007 7:26 PM
To:
Cc: (b)(6)
Subject:

Greetings (b)(6) !

In looking through the updated TeamMate file, there are a few very important folders that are now missing:

- E.6: Carrier Data 12/29/06 to 1/5/07
- E.9: Summary of Other Airlines

(b)(6) was able to restore a back-up of TeamMate, and I confirmed that these two were in the SF replica before the merge last week.

Is there any way to restore these folders, and all the work papers located within them?

Thanks so much for your assistance with this!

(b)(6)

eneral

U.S. Department of Transportation

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DOCUMENT SEPARATOR

From: (b)(6)
Sent: 07 7:24 AM
To: (b)(6)
ct: il crisis management 101
(b)(6) can you put this article into Teammate under background somewhere. It is a good
ary of the events.

From: (b)(6)
Sent: 7 1:01 PM
To: (b)(6)
Sub

I thought you might enjoy this. Have a good holiday.

Big Six airlines fail crisis management 101

A little perspective on some of what's happened during the past few months.

Event: During a late December thunderstorm at its Dallas/Fort Worth hub, American Airlines warehouses its diverted passengers for hours at secondary Texas airports. Instead of apologizing for holding customers hostage, American tries to hide the scope of the problem, then gets into picayune disputes about whether toilets overflowed on the marooned jets. American then announces that it has amended its flight-diversion policy and that multi-hour stranding of passengers won't happen again. Days later, it happens again and American claims that its previously announced fixes were just guidelines, not policy.

Aftermath: An energetic, photogenic real estate broker stranded by American becomes an instant expert on "passenger's rights." She becomes the Al Sharpton of travel, a reliable go-to cable-TV guest whenever anything goes wrong in the air. And she never misses an opportunity to bash American Airlines, whose reputation as the best-managed of the Big Six is now destroyed.

Event: An ice storm in New York causes a Valentine's Day meltdown at several carriers. JetBlue Airways has the most trouble rebounding and cancels hundreds of flights over the President's Day weekend. JetBlue chief executive David Neeleman promptly goes on every media outlet except Al-Jazeera and apologizes for the airline's failures. He also announces an impressive sounding, if largely symbolic, passenger's bill of rights for the airline's customers.

Aftermath: Media outlets and ratings organizations that were about to crown JetBlue as the nation's best airline pull back their surveys and canvas their participants again. But JetBlue has done such a thorough job of apologizing that the post-meltdown polls still choose it as the nation's best carrier. Travelers who receive financial tokens of apology for subsequently delayed or cancelled JetBlue flights gleefully share their tales via e-mails, blog posts and other viral media.

Event: US Airways doesn't warn fliers in advance of a tricky computer conversion planned for a relatively slow travel weekend in early March. The computer work is a disaster and the US Airways system is fouled up for days.

In the early hours, US Airways publicly denied there was a problem. It then blames the long lines of frustrated travelers on heavy passenger volume. It even initially refuses to waive change fees and other charges for passengers who missed flights due to the computer collapse. The airline eventually issues a whiny, niggling apology.

Aftermath: Many elite members of US Airways' Dividend Miles program are defecting to other carriers. US Airways stock (LCC), selling just north of \$50 a share on the last market day before the computer merger, now trades in the \$30 range. The US Airways brain trust, once touted as movers and shakers in an upcoming Big Six consolidation, has been exposed as operationally incompetent.

Event: United Airlines grinds to a halt for two hours last week. After offending computers are repaired, United refuses to warn customers that long delays and cancellations are ahead. It makes no offer to allow travelers to rebook their travel for other days. Instead, it posts a statement on its website that claims "operations recovering after outage." In fact, just the opposite happens. Seventy percent of the airline's flights ran late and almost half of its schedule was delayed by 45 minutes or more. About 5% of the schedule was dumped.

Aftermath: Just 17 months out of bankruptcy, desperately seeking a merger and facing widening losses, United Airlines is floundering and the management's all-too-obvious shortcomings are finally being publicly discussed. "United Can't Get Off the Ground" reads one headline. "United Has Merger Delusions" says another. "United Undone" goes a third.

There is an obvious and inescapable conclusion here: Tell the truth, say you are sorry and do the right thing by your customers and they will give you the benefit of the doubt. JetBlue may not be the child star of the skies anymore, but it has put its publicity problems behind it and its customers are generally happy and know a "good" airline when they see one.

On the other hand, if you lie, distort, duck the truth, deny the obvious and evade responsibility, the Big Six are learning that their reputations will be wounded, their stock prices will tank and their very best customers will defect. And, as the bosses at United and US Airways are learning, you will even turn the largely compliant, endlessly credulous and blindly loyal aviation press corps against you.

Well, check that. Northwest Airlines' performance last week proves that the Big Six are incapable of learning anything.

A week into its crisis of cancellations, Northwest Airlines continues to lie, distort and misdirect. As its cancellations top the 1,100 mark, it whispers about phantom job actions, makes absurd claims about the weather and surreptitiously slimes the messengers who print the objective, statistical proof about the number of flights it has dumped and the pilots it has laid off. Worst of all, it continues to do the wrong thing by refusing to allow customers to change flights without penalty to avoid management's self-created end-of-month crisis.

There are a million questions you could ask here, but I have just one: Why don't the Big Six ever learn that telling the truth and doing the right thing is the only way to win in the long run?

" 'Honesty is the best policy' is not just something your Mama made up to make you 'fess up," says Cynthia Fontayne, who has worked at a major international carrier and represented several others as president of the Fontayne Group. "In business, it's the only smart way to approach every situation, especially when it comes to customers. The Vatican has the infallibility market cornered, so why some companies choose to always pretend there is nothing wrong is beyond me."

Weirdly, the infallibility angle may have something to do with the Big Six' inability to come clean when things go wrong. A long-time communications pro who recently spent a few years working with a Big Six airline on its image brings it up, too.

"The notion of infallibility is important to them," he says. "They have your lives in their hands and they can't afford to look like anything but Skygods. That attitude really does filter down to everything else."

Maybe so, but every public relations, marketing, branding and image expert I've ever talked to says that the best policy is to get the bad news out fast, admit your errors, say you are sorry and make amends immediately.

"If you hear about a problem, you own it. That is the approach you have to take," explains Karon Cullen, communications consultant for the Leading Hotels of the World. "But as far as I can see as a customer of the airlines, [top executives] hear about the problems, but they refuse to take ownership."

Unfortunately, the bosses of the Big Six just don't care. Have you heard a single word from American chief executive Gerard Arpey about his airline's propensity for warehousing customers? You haven't. In fact, as far as I've been able to deduce, it is Arpey himself who ordered American to cover up its actions in December and then stonewall.

Have you heard from Glenn Tilton, the chief executive of United, about the airline's computer problem last week or the resulting cascade of bad publicity and customer ire? You haven't. You haven't heard from Doug Steenland, Northwest's chief executive, either.

There's one other chilling angle worth considering. At least one expert I contacted thinks that the Big Six have consciously adopted the hide-and-deny approach because they believe it will work this summer, when one travel outrage is likely to quickly follow another.

"You're going to hear a lot of, 'No, that was not an iceberg. All is well,' types of comments from the airlines this summer," he says. "They think that all they have to do is wait until the next guy hits an iceberg and they'll be off the hook."

[Read previous columns](#)

Joe Brancatelli is editor and publisher of JoeSentMe.com, a website for business travelers. He is also the former executive editor of Frequent Flier magazine, travel advisor of Travel Holiday and contributing editor to Travel + Leisure. He can be reached at travel@usatoday.com.

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Office of Aviation Audits
Office of Inspector General

(b)(6)

DOCUMENT SEPARATOR

From:

(b)(6)

To:

CC:

Subject: FW: Correction to Exhibit B - Posting Date

Date: Thursday, September 20, 2007 12:59:52 PM

Attachments:

From:

(b)(6)

Sen

To:

(b)(6)

Sub

rection to Exhibit B - Posting Date

(b)(6) I understand it was posted on September 5th. It was done at the same time United announced its goal on delivering checked bags, which got some press.

(b)(6)

From:

(b)(6)

Sen

To:

(b)(6)

Sub

orrection to Exhibit B

(b)(6) could you get us the date its was posted on UA website. Thanks. And also thanks for the opportunity to brief the carrier reps. A few familiar faces but mostly new folks.

From:

(b)(6)

Sen

To:

(b)(6)

Cc:

Subject: Correction to Exhibit B

(b)(6)

Exhibit B to the report needs to be updated with respect to United Airlines. United's website, revised very recently, does indicate time frames for deplaning customers. See: <http://www.united.com/page/article/0,6722,1513,00.html>.

Please let me know if this correction will be made, as I would want United to see and comment on the Exhibit otherwise.

Thanks for your help.

(b)(6)

DOCUMENT SEPARATOR

Pages 390 through 391 redacted for the following reasons:

(b)(4), (b)(6)

DOCUMENT SEPARATOR

(b)(6)

From: (b)(6)
Sent: Wednesday, July 11, 2007 2:16 PM
To: (b)(6)
Subject: RE: Question about "Our Customer Commitment"

(b)(6)

(b)(6) ed me to get in touch with you to answer your question about the document titled "Our Customer Commitment". Having looked at the document, I can see that we inadvertently sent you a document that's out of date. All current information is on our web site, mostly under About US/Customers First (see Customer Service Plan and Terms of Transportation) and under Travel Tools/Policies and Special Needs.

If it would be helpful, we could re-submit materials to you. May I ask what is the DOT question to which our out-of-date document responds?

Thank you.

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From: (b)(6)
Sent: (b)(6)
To: (b)(6)
Subject: Fw: Question about "Our Customer Commitment"

----- Forwarded Message: -----

From: (b)(6)
To: <(b)(6)>
Subject: Fw: Question about "Our Customer Commitment"
Date: Tue, 10 Jul 2007 12:51:18 +0000

-----Or-----
From: (b)(6)
To: (b)(6)
CC: (b)(6)
Sent: (b)(6)
Subject: RE: Question about "Our Customer Commitment"

Thank you. The link you provided is for your customer service plan on your website. I think we are having a minor confusion. What I am trying to determine is if the document you provided OIG titled "Our Customer Commitment" is also available on your website or if it is a strictly internal document? This is a different document than your Customer Service Plan.

Thanks again,

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ortation, OIG
(b)(6)

From: (b)(6)
Sent:
To: (b)(6)
Subject: ion about "Our Customer Commitment"

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Please see the link below.

Thanks

(b)(6)

<http://www.usairways.com/awa/content/aboutus/customersfirst/customerserviceplan.aspx>

From: (b)(6)
Sent:
To: (b)(6)
Cc:
Subject: bout "Our Customer Commitment"

(b)(6)

Do you know where on your website "Our Customer Commitment" is posted? I was looking about could not find it. Is "Our Customer Commitment" publicly available?

Thank you,

(b)(6)

Dept. of Transportation, OIG

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DOCUMENT SEPARATOR

(b)(6)

From: (b)(6)
Sent: Wednesday, May 09, 2007 11:41 AM
To: (b)(6)
Cc:
Subject: Re: Contract of Carriage, Customer Service Plan

(b)(6)

We believe that what we submitted is current and that it is consistent with the website.

Thanks

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Fr (b)(6)
To (b)(6)
CC (b)(6)
Se
Subject: Contract of Carriage, Customer Service Plan

(b)(6)

Regarding the Customer Service Plan and Terms of Transportation that you included in your package to OIG, please confirm that they are the most current versions of these documents. Also, please confirm that these are the same as what is displayed on the US Airways Web site. Thank you.

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US Department of Transportation

Office of Inspector General

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