

From: [redacted]  
To: [redacted]  
Cc: [redacted]  
Subject: [redacted]  
Date: Sunday, January 1, 2023 12:28 AM  
Attachments: [redacted]

As another update, Blane and I are planning (and have floated with SWA) in person meetings over 2 days at Southwest headquarters in January to assess and ensure progress on refunds and reimbursements, as well as to support investigation on the meltdown. We would seek to meet with the following Southwest groups/teams: (1) crew scheduling; (2) systems operations; (3) refund team; (4) baggage handling; and (5) customer relations. Blane and I are planning to go with 3-4 analysts and attorneys in the week or two after next week. We believe the trip will be important to see and dig into the details regarding their recovery process and send the right signals reinforcing the extent of our concerns.

John Putnam  
General Counsel  
United States Department of Transportation  
Presenters: he, him, his

From: Wo k a, Blane (OST) <Blane.Wo k e@dot.gov>  
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Attachments: [redacted]

From: Ma en Matal <Ma en.Matal@wnco.com>  
Sent: Sunday, December 31, 2022 11:15 PM  
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Subject: [redacted]

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Dear Blane, Jessica, and John:

Thank you for your time this past week. We wanted to give you a brief update of the herculean effort that Southwest is making to get our refunds processed within 7 business days.

Below is an estimate of Southwest individuals that have rolled up their sleeves, jumped in throughout the days/nights, and provided dedicated focus to addressing our commitment to process Customer's refunds and reimbursement requests. All in we estimate 1,200+ resources across the company with an estimated breakdown below...

- ~350 CS&S (Reservations) call center agents now being trained and focused on supporting refunds who had not had the responsibility before
- ~225 CXE (Customer Experience/Relations) representatives continuing to focused on processing refund and reimbursement queries
- ~200 Technology resources focused on providing clear Customer communications/digital flows, equity volunteers and workforces with system access, and support new tooling and reporting needs
- ~50 Robotics & Process Automation Team members developing, testing, and maintaining bots to process high-volumes of refund transactions and notify Customers
- ~240 HDQ volunteer Employees (from unrelated departments) signing up, getting trained, and processing refund requests over the New Year's weekend – will likely increase this week (see photos below from today (Sat, Dec 31, 2022) at our Dallas headquarters)
- ~25-50 Marketing employees managing our website and Customer communications on how to request and submit documentation for refunds and reimbursements
- ~50-100 HDQ employees managing command center, establishing processes, generating ongoing reporting, and overall coordination across workgroups

We want to assure the Department that Southwest is diligently working in good faith to process an unprecedented volume of refunds within 7 business days and we will continue to devote all available resources through the weekend and beyond on the project. Thank you.

Since efly,  
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