

UNITED STATES OF AMERICA
GENERAL SERVICES ADMINISTRATION

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CPP PROGRAM MANAGEMENT OFFICE

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WEDNESDAY
FEBRUARY 1, 2012

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The Pre-Solicitation Conference met in the Monticello Room, Crowne Plaza Hotel, 1480 Crystal Drive, Arlington, Virginia, at 12:00 p.m., Kristen Jaremback, Contracting Officer, presiding.

PRESENT:

GSA:

KRISTEN JAREMBACK, GSA
LEAH BALLIS, GSA
JEROME BRISTOW, GSA
TIM BURKE, GSA
JERRY ELLIS, GSA

PARTICIPANTS:

DRISS BELMADANI, Jet Blue
TOM BILLONE, United Airlines
ANDREA CARLOCK, DTMO
DENNY CLIFFORD, Delta Airlines
GEORGE COYLE, American Airlines
JEFF HAAG, Southwest Airlines
FLOYD HARALSON, USAF
HOWARD HICKS, DTMO
KELLY JACKSON, Colorado Springs Airport
JEROME JOHNSON, USTRANSCOM
MSGT MONIQUE MARSHALL, USAF
PARTICIPANTS: (cont'd)

STEVE MURA, HQAMC

KEVIN SASILA, HQAMC

GISELA SHANAHAN, Colorado Spring Airport

KEN SPIRITO, Newport News Airport

BRUCE TARLETSKY, Wichita Midcontinent
Airport

JESSICA WHARTON, Newport News Airport

TELECONFERENCE PARTICIPANTS:

KIMBERLY BRYANT, National Science
Foundation

KAREN CANNON, Alaska Airlines

DONNA CAVOS, Frontier Airlines

MARK DELLINGER, State Department

MARK EDWARDS, HQ Marine Corps

TONY GOODMAN, Virgin America

TERESA HOLLOWELL, NASA

SUSAN MITCHELL, U.S. Airways

RAY MARTINEZ, Small Business Administration

TERESA McGUIRE, USDA

LINDA NELLIS, Sun Country

STAN ROSEN, Department of Treasury

MIKO SNYDER, Alaska Airlines

MARIA VINUP, AMC

STEPHEN YOUNG, Hawaiian Airline

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P-R-O-C-E-E-D-I-N-G-S

(12:01 p.m.)

MR. BRISTOW: I wanted to say right up front that we are committed to ongoing dialogue between us and the carriers in moving some of these issues along, making sure that we get completion of these issues pretty soon here. As we talk about the baggage fees, the spoilage, and the unused tickets, I just want to address a few things before we get started here.

The reason that we are here also is we are in the service business. We are in the service business, taking care of our customers, and taking care of our customers also on the City Pair side includes the vendors and includes our customers outside as well.

The decisions we make, we have to ensure that we are not leaving these customers out in the cold, and that we are able to talk through these areas and these issues, number

1 one, that impact the carriers, but, number
2 two, have an impact on our customers.

3 And we understand that some of
4 these issues that we are going to talk about
5 now have added costs to our carriers and are
6 somewhat impacting our customers. And that is
7 why we want to have this continued dialogue as
8 we work through each one of these issues.

9 Number one, how do we stop these
10 practices, or how do we reduce these costs
11 that impact our vendors but also impact our
12 customers in traveling, just like Colorado
13 Springs or Newport News or Wichita? Those are
14 clear items for discussion, and thanks for
15 being here today.

16 I also wanted to say that as we
17 work through these, we are requesting data
18 from different sources. We need the data to
19 make some decisions. We can't make these
20 decisions just out in the front of just by
21 hearsay or just talking about them. We need
22 to have the supporting data to be able to take

1 this to our leadership areas to show them what
2 the impact is and how that is going to impact
3 our program, impact our customers, and impact
4 our suppliers as well.

5 So I wanted to make sure that we
6 talked about this and that the data that we
7 collect has a cost structure associated with
8 it that is actually going to help us make the
9 determination of which way we go in each one
10 of these items we are going to discuss.

11 So GSA, in turn, needs this, to be
12 able to make sense out of it, and address this
13 to our leadership, take this out for further
14 discussions, and we want to make sure we have
15 these continual, ongoing discussions.

16 The program management office was
17 established so we could continue this dialogue
18 throughout the contracting process. You know,
19 before we established the program management
20 office, when the final solicitation came out,
21 our carriers will tell you discussion stopped
22 for about five to six months until those were

1 awarded. It was a dead-end deal, and then we
2 only had a month or so to work on some of
3 these areas.

4 I understand we have been
5 addressing some of these along the way. I
6 understand we are not done, and that is why we
7 are going to have this continuing dialogue
8 here to ensure that we continue to work
9 through each one of these issues to
10 satisfaction. Okay?

11 We have not completed those yet,
12 and thus we are going to have these follow-on
13 discussions. So thanks for your attendance
14 today, and thanks for bringing these to our
15 attention.

16 We also want to make sure that we
17 are going to manage the risk on all of our
18 parts -- manage the risk to the program,
19 manage the risk to our customers, and manage
20 the risk to our suppliers. I want to make
21 sure that that is clear as we start these
22 discussions here, and as we continue to work

1 through these.

2 This isn't a one-sided thing. The
3 integrity of the program is at stake once we
4 make these types of changes. So as we come up
5 and have these discussions, how do we maintain
6 the integrity of this program? How do we
7 maintain the service to our customers? And
8 how do we maintain the participation of our
9 carriers?

10 Because unless we have these
11 discussions and bring these out in the open
12 and bring these to resolution, it may minimize
13 the participation or the extent of
14 participation that some carriers are able to
15 participate with us, or it may send them in a
16 direction that says this contract is too
17 onerous for us to even participate, and now we
18 have lost the -- either the competition or we
19 have lost a service in the critical areas that
20 we need along the way.

21 So that's why I want to make sure
22 that we are discussing these openly, but also

1 focused on the fact that we need to maintain
2 the benefits for our customers and maintain or
3 lower the impact to our suppliers.

4 So with that being said, let's go
5 ahead and open up on baggage fees. I'm sorry,
6 could we open up my slides there? Thank you.

7 They actually look better.

8 One of the areas that came up that
9 we wanted to address -- and we got this from
10 AMC -- it was a discussion topic that we had
11 with regards to a conference report that has
12 come out from Congress that strongly
13 encourages DoD not to enter into any contract
14 agreement with an airline that charges excess
15 baggage fees to service members who are
16 traveling on military orders or being deployed
17 or returning from overseas contingency
18 operations.

19 It also calls for the Secretary of
20 Defense to report to Congressional Defense
21 Committee's measures being taken to prevent
22 service members from having to pay out-of-

1 pocket costs on checked baggage. And I think
2 we had an initial discussion on this, but I
3 think we need to take this a little bit
4 further into our discussion here of these
5 types of bags.

6 Number one, the carriers cannot
7 just give carte blanche everybody gets free
8 baggage. You would have an RJ coming out of
9 Wichita or Patrick Henry. You would totally
10 overgross the aircraft, and the weight creates
11 a safety factor not only on the ticket
12 counter, the ramp, but also for the aircraft.

13 On the second part, you know,
14 maybe we have to limit that. And the carriers
15 have provided some of those limits without
16 having to have this as a contract item. So
17 some offer two bags, some offer four, some
18 offer five. I believe there is another slide
19 on that, on the next one.

20 And these include the B4s and the
21 duffle bags and the service members. You
22 know, that fee is waived, depending on the

1 carrier. And part of that is to ensure that
2 the traveler understands before they leave
3 their origin point what the restrictions are
4 going to be when they get to their connecting
5 point.

6 When they come off that Patriot
7 Express, how many bags am I allowed to take on
8 that forwarding carrier that I am going to go
9 to? And what's the limitations and those
10 things? So that maybe the advance can be
11 paid, or if that customer has a travel card,
12 they could charge those bags and be reimbursed
13 appropriately.

14 So I am just putting this out as
15 the discussion, and let's go from here. Tom?

16 MR. BILLONE: This is Tom Billone,
17 United Airlines, and I have a question. It
18 has been a number of years since I was in the
19 military, so -- when I traveled in the
20 military, I got an advance in cash or a check.

21 Is that still part of the process now?

22 MR. HARALSON: No.

1 MR. BILLONE: So when these ladies
2 and gentlemen who have no money and no credit
3 card get to the counter with excess bags, what
4 do they do? I mean, this is an issue that we
5 run into all the time. And do you turn them
6 away, and then, you know, cause customer
7 service issues and patriotic issues?

8 There is something on the other
9 end that needs to be done, either give these
10 people some kind of card or some kind of
11 payment for bags. You know, like I said, when
12 I traveled, they used to give me, "Hey, here's
13 your money. Good luck." You know, and now I
14 guess you don't get that.

15 MR. HARALSON: This is Floyd
16 Haralson, Headquarters Air Force. Actually,
17 that question really belongs in the finance
18 arena. What really happens -- in 1998, the
19 TRA, the Travel Reform Act, said that travel
20 should be done with some type of card, and the
21 government has come out with several
22 iterations of those cards, the latest being

1 the control spend account amount, which means
2 that any traveler, regardless of their credit
3 history, is entitled to some type of card.

4 So they shouldn't be arriving at
5 the counters without cards. They don't do
6 cash advances, unless it is an extreme
7 emergency and there is no other way to do the
8 cash -- to get the traveler to go.

9 The commander says that this
10 individual must be the one to travel -- and
11 there is no way to get him the card in time --
12 but they have supervisions in place now where
13 every single traveler that has to go can get
14 some type of card.

15 Now, that is Air Force for sure.
16 I don't know how -- I can't speak for the Army
17 or the other branches of service. So they
18 should not be arriving at the counter without
19 some means of handling that, because we do
20 tell them in advance, "Plan to pay for any
21 excess, and file it on your voucher at the
22 conclusion of your travel."

1 MR. ELLIS: Anybody else? Any
2 other service want to --

3 MS. SHANAHAN: To answer your
4 question, Tom, we get a lot of Army through.
5 I happen to have a son who is active duty
6 Army, husband retired Air Force, so I see both
7 sides of the coin.

8 Depending on the travel, in the
9 Army, for example, these young troops that are
10 coming back and forth through Fort Carson,
11 they do not get cards. That is, and
12 particularly if they are just starting their
13 career, they are coming out of basic, Carson
14 is their first assignment, they are going back
15 and forth overseas, they do not have a card,
16 they do not get travel advance, and many of
17 them are showing up literally with a buck in
18 their pocket, and all of the bags and all of
19 the uniforms they got issued in basic
20 training, which typically translates into a
21 duffle bag that weighs over a hundred pounds.

22 And what we have is fortunately we

1 have a very good volunteer program, and they
2 go to our volunteer desk. And we have a huge
3 retired military community that literally
4 takes a twenty out of their pocket and hands
5 it to the E1 that just showed up on the
6 counter.

7 So I did want to clarify that that
8 huge flow on the DoD side -- that is the Army
9 young troops -- that is a big problem. We
10 don't see it on the Air Force side at all,
11 very different type of structure. But you
12 will see that. I have not seen that change.
13 Like I said, my son is active duty now. I
14 don't know where the -- you know, where the
15 resolution is, but I did want to clarify that
16 that is the case. They literally have
17 nothing.

18 So that you know, as you're
19 talking, you know, to your particular
20 organization that they aren't just showing up
21 and claiming they don't have anything. They
22 don't. You've got an 18-year-old kid, first

1 time left home, has not a dime to his name.

2 MS. CARLOCK: And I will say
3 "shame on us."

4 (Laughter.)

5 I say, "Shame on us. Shame on the
6 Department of Defense." They should -- this
7 goes back to transportation. They should be
8 making the proper arrangements to make sure
9 that they understand, if they have these bags,
10 that there needs to be some type of form of
11 payment for paying for that.

12 So we, the DTMO, we don't really
13 have a dog in this fight. However, we will go
14 back to Army -- I don't know if AMC wants to
15 put something to Army, but we will go back to
16 Army headquarters and raise this as an issue.

17 And then, again, it has to go from the top
18 down, through the chain of command.

19 The services have to take
20 responsibility for oversight and management of
21 each of their services. I know a lot of times
22 people come to the DTMO as the saving grace

1 for everything, but we are actually not. We
2 have customers, but we can put that
3 information out.

4 They should -- first of all, is it
5 authorized? There should be something that
6 they have been given in order to pay for these
7 bags. I don't know, AMC, if you want to add
8 anything to that. Would you concur?

9 TRANSCOM?

10 MR. JOHNSON: This is Jay Johnson,
11 U.S. TRANSCOM. Actually, on this conference
12 report, most of you probably recognize how we
13 got here. I think Denny gave an example of a
14 military person, and that got congressional
15 attention. And if you go back a few months,
16 there were several bills written -- one in the
17 House. It was going to mandate in the DoD
18 Appropriations Act that DoD couldn't go to any
19 contracts with any airline that charged for
20 more than four -- that did not give at least
21 four bags free.

22 There was a House bill that came

1 out that was going to go in the Air Commerce
2 Act that was going to mandate to the industry
3 that you cannot charge a military member.
4 Ultimately, this thing came out on 15 December
5 in this House Conference Report.

6 And we are kind of looking at it
7 -- at least from our perspective -- in two
8 ways. One, it is going to affect a lot of the
9 people in this room, because part of that
10 language is strongly encouraging DoD not to
11 enter into any type of contract agreements
12 with airlines that do charge baggage for
13 troops that are deploying or redeploying.

14 Well, that could possibly impact
15 everyone in this room. We've got several
16 contracts out there. Even discussions on if
17 it will impact the City Pair Program. The
18 jury is still out on that.

19 We've got a meeting next week with
20 our legal advisors to kind of walk through the
21 implications of this non-binding report,
22 because it is non-binding and we will have to

1 bounce that off of the Fly America Act and the
2 CRAF Act, because that is basically what we
3 operate off of.

4 So, in essence, I think part of
5 this could possibly impact the audience here.

6 The second part of that deal, though, is that
7 DoD -- the Secretary will get an opportunity
8 90 days from the date of this report, so on 15
9 March, DoD has to present a report to Congress
10 that basically says, "Here is what we are
11 doing to make sure that we can prevent a
12 military member from having out-of-pocket
13 expenses."

14 So DoD is going to get an
15 opportunity to -- as Andrea was saying, shame
16 on DoD. Whatever that case may be, DoD will
17 get an opportunity -- and I'm pretty sure it
18 will impact all of the services that's on the
19 line -- will get a chance to talk to Congress
20 about what the Department is doing to prevent
21 out-of-pocket expenses.

22 MR. ELLIS: Thank you.

1 MR. BRISTOW: One of the things on
2 this before we put this into a contract --
3 that's why we want to have this discussion --
4 something that is just out there right now for
5 discussion, we are not able to move on this to
6 make that as part of the contract right now
7 until we get some clear clarification as to
8 what direction they are going to move.

9 We don't want any of our vendors
10 to be inhibited from participating in our
11 contracts, nor the CRAF, nor the Fly America
12 Act. One of the other things we need to make
13 sure -- impact on the code-share partners.

14 Let's make sure that is clear,
15 because some of these code-share partners do
16 not have some of the same requirements that
17 the U.S. carrier has. Okay? We can't force
18 them. They are not under contract; we
19 wouldn't be able to do that.

20 MR. BILLONE: One issue on the
21 bags and orders, you know, everything says
22 "military member on orders." Well, we kind of

1 leave that off the definition, because 85 to
2 90 percent of the time the service member does
3 not have orders on them. They are electronic,
4 they don't print them out, and they come up
5 and "I'm on orders," and we -- you know, we
6 have to accept that.

7 I'm telling you right now, if
8 anything is put in where the airlines have to
9 give some kind of baggage allowance for
10 military members on orders, those military
11 members better have their orders with them,
12 because if they do not have the orders with
13 them, they are in violation of that contract
14 provision, and we will not waive the fee.

15 I'm telling you right now, that's
16 a big issue, and it needs to be addressed,
17 because I keep being told by my people they
18 don't have orders. They say they are
19 electronic; they don't have them. Hey, back
20 in my day, we had them with us, you know? So,
21 but that was a long time ago. That was the
22 brown shoe days, you know?

1 MR. BRISTOW: Any other discussion
2 on the baggage fees? I believe we have aired
3 that one pretty good. Next one. Oh, sorry.

4 MS. CARLOCK: We are talking about
5 March 15th that we are supposed -- DoD, we are
6 going to respond back to this congressional
7 report. So when we say we are not doing
8 anything or putting anything in the contract
9 -- and I guess we could probably take this
10 offline -- I'm curious as to, well, what if
11 this goes forward? It gets passed, it gets
12 signed, what are we anticipating, then, that
13 would happen then?

14 MR. BRISTOW: Well, we continue to
15 have our dialogue with the carriers. There is
16 opportunity down the road to -- I'm not going
17 to speak for contracting, but to amend or
18 modify the contract.

19 MS. CARLOCK: Okay.

20 MR. BRISTOW: And we can have
21 those discussions as to acceptance/non-
22 acceptance, and those types of things. It

1 would be similar to adding an additional
2 customer onto a mandatory City Pair Program.

3 MS. CARLOCK: Okay. I just want
4 to make this clear to the carriers, that this
5 is something that is being placed on DoD by
6 Congress.

7 MR. BILLONE: We understand.

8 MS. CARLOCK: Okay. Not DoD
9 saying that we want to have to do this.

10 MR. BILLONE: We think it's up to
11 you, though, to report to Congress what the
12 potential ramifications are of where they're
13 going with this.

14 MS. CARLOCK: And we attempted to
15 do that already. We already did provide them
16 a response. In our response, we indicated
17 that, is it truly out-of-pocket expense? We
18 said no, because they are reimbursed for it.
19 We provided that information to them. That
20 went on deaf ears.

21 MR. BILLONE: The potential of
22 this program going away by carriers being

1 forced to provide unlimited bags is great,
2 which then directly relates to the cost to the
3 government for travel. This is a big issue.
4 This is huge. The impact is significant.

5 I'm telling you right now, this
6 program had for 30-something years, 1,000
7 cards were --

8 MR. ELLIS: Well, it's not only --
9 Tom, to your point, it's what they -- people
10 over in the House and Senate need to
11 understand, it not only affects this program.

12 CRAF -- if you can't enter into an agreement
13 with DoD, what happens to the CRAF program?
14 That comes down like a house of cards. And
15 they need to understand those implications and
16 ramifications.

17 MR. BILLONE: I don't think they
18 really understand.

19 MR. ELLIS: Jeff has got a --

20 MR. HAAG: So, I mean, for
21 potential timing of an impact, modifications
22 to the contract, a decision on whether or not

1 DoD can contract with the carriers charging
2 bag fees, is that March 15th? I mean, when
3 should we look, as carriers, for some type of
4 action item/potential change to go into
5 effect?

6 MR. BRISTOW: Nothing will go into
7 effect until we have further discussions or
8 until we find out what has been discussed at
9 this March 15th meeting.

10 Jerry?

11 MR. JOHNSON: As far as the
12 March 15th date, first off, the agencies that
13 tasked to do this report in the Department,
14 some of us still don't know who that is going
15 to be.

16 So the expectation of having a
17 report in Congress by 15 March, you know, I
18 can't speak to that. But in a report there
19 are things that is called an interim. But
20 either way I think the Department will make
21 some type of a response by 15 March, but I
22 think we would be overly optimistic if we

1 think that we would have some type of
2 agreements in place to have something
3 effective on 15 March. That's just my
4 personal opinion on it.

5 MR. BRISTOW: It may never grow
6 additional legs once they have their
7 discussion at their congressional meeting. Is
8 that correct? Okay.

9 Anything else on baggage?

10 (No response.)

11 Okay. Let's go on to City Pair
12 fare spoilage. Okay? Huge issue we have had
13 discussions with the carriers on. The
14 definition on the spoilage is reservations
15 made and held but not ticketed and not ever
16 canceled. These are lingering issues out
17 there for the carriers with regards to what
18 they call spoilage of their inventory.

19 They do not have the capability or
20 the ability to resell that seat, and,
21 therefore, the impact from our program has
22 become substantial for them, and the risks

1 associated with providing the bids on our
2 fares, our marketplaces, their participation.

3
4 Whether or not it be reduced
5 participation, or increased fares, we don't
6 know what that impact is going to be if we
7 don't really address this as a huge issue that
8 the airlines are experiencing today.

9 Next one, please.

10 We have gone out and talked to the
11 customers on some of these, the preferred
12 communications and education approach to the
13 contractual change, so they prefer a
14 communication and education approach to go out
15 to our travelers and say if you have not -- if
16 you do not have plans to take that trip, that
17 you should be canceling that as soon as you
18 find out, or, at a minimum, three days prior
19 to departure.

20 Do not leave this inventory
21 hanging out there. Do not degenerate their
22 inventory along the way and allow them to

1 resell that seat, so that they can increase
2 their economics, the profits, or whatever --
3 remain profitable so they can maintain their
4 presence under the City Pair Program.

5 The consideration that they
6 thought maybe -- 24 hours auto cancellation.
7 That was for -- that was from our customer
8 base, those that we had spoken to. The
9 carriers, or the voice of the industry, is
10 looking on the 24-hour auto cancellation does
11 not do much to enable carriers to resell the
12 inventory. It only gives them that small
13 window of opportunity to resell that seat at
14 the projected fare that they need for that
15 seat at that last-minute travel.

16 Forty-eight hours auto cancel
17 request is to be the minimum required by GSA
18 for the FY13 contract; or 72 hours auto
19 cancellation, first choice would be this -- to
20 allow the carriers maximum flexibility to
21 resell their inventory. That being said and
22 understood, you can all -- you can see we have

1 a variance here of 72 hours/24 hours of even
2 consideration.

3 So I would like to open up the
4 floor and the discussion on this from our
5 customer base as to what the impact is to our
6 customers and how we can assist in this,
7 because the numbers that have been provided to
8 us by some of the carriers are somewhat
9 astronomical. It is not \$100,000. It is not
10 \$1,000,000. It is up in the \$50 millions.

11 So this impact is great. There is
12 something going on out here that we are unable
13 to see at this moment. It is very difficult
14 to get your hands around spoilage -- a ticket
15 that was -- a reservation that was made and
16 not ticketed. We have all of the information
17 on every ticket that we issued. We don't have
18 any information on any ticket that wasn't
19 issued, and that is where we have to go to the
20 carriers and get that information from them.

21 So this opens it up as a real
22 difficult issue to talk about and to resolve.

1 So that is why we are at where we are today.

2 MR. BILLONE: Okay. This is Tom
3 Billone from United Airlines again. Let me
4 give you a little history on this, because we
5 have been playing with this now for four or
6 five years.

7 All right. The original impetus
8 from this came from a meeting with AMC where
9 we were asked to, as an industry, put together
10 a focus group to come up with a number of
11 issues on the GSA program that we thought were
12 important to the carriers.

13 It ended up being this was one of
14 the big issues. We didn't have anything
15 identified at that time, but this when we all
16 met was the spoilage, because we knew there
17 was spoilage, but we didn't have our arms
18 around it.

19 So one of the first iterations of
20 this was ticketing 10 days after booking. All
21 right? That was the first thing to come out
22 of this, and that seemed to be impossible when

1 you're dealing with the military. You know,
2 you've got groups, you don't have the names of
3 the groups, you have a whole bunch of people
4 going, and so on.

5 And then, we went down to a seven-
6 day prior to departure. We thought it was
7 pretty logical; we'll go with that. The
8 report that you, Jerry, gave us a few years
9 ago showed that 85 percent of the tickets were
10 issued within four days of travel. So we, as
11 a compromise, I mean, said, "Okay. Why don't
12 we do three days?"

13 All right. Your studies show four
14 days; three days is logical. And that is
15 pretty much where we are. Now we are getting
16 pushed back 24 hours.

17 Well, you know, we have gone from
18 10 days after booking to three days prior to
19 departure. Now, United Airlines' policy is
20 anybody on any fare, if they don't purchase
21 their ticket within three days prior to
22 departure, it's canceled. All right? So that

1 is our general commercial policy.

2 And if you purchase within three
3 days, or if you book within three days, you
4 have 24 hours. This is all we are asking to
5 do. It's the same thing we do for everybody
6 else to do for the government travelers.

7 Now, I understand there is issues
8 about the numbers that we are going back and
9 forth, and Denny can talk to that, because we
10 understand they are seeing some discrepancy of
11 how the evaluations were done.

12 But I just want to say, this is
13 not something we just magically thought of.
14 We have gone through this process, and now we
15 are being told, well, we may get 24 hours.

16 Well, you know -- oh, and by the
17 way, why don't you send us notifications 14,
18 seven, and three days prior to let us know?
19 And then, that puts more work on the travel
20 agencies, because everything goes into queue
21 and they've got to look.

22 So, you know, I'm just -- that's

1 the background, that's the history, and I
2 think we finally want to come to a resolution
3 at last.

4 MR. BRISTOW: Yes. Those initial
5 studies that we did a couple of years ago had
6 to deal with ticketing time limits, and now we
7 have narrowed this down to the spoilage.

8 So, yes, it did start back then,
9 we worked on this, and we wanted to make sure
10 that we are addressing this now. It's not in
11 the solicitation today, but we want to
12 continue to work on this, so that we can come
13 to some kind of resolution.

14 And as Kristen says, down the road
15 we can modify the contract, we can make sure
16 that we are -- when we have worked through
17 these issues that we have this addressed
18 appropriately. Correct? It's a timing factor
19 at the moment.

20 MR. CLIFFORD: Denny Clifford,
21 Delta Airlines. Jerry, I realize it's a
22 timing factor. We have been working on this

1 hard for two years, especially the last year.

2 This is the pre-solicitation conference. I
3 don't understand why this is not put into the
4 contract, either the draft or the final. I
5 mean, here we are, hurry up and wait.

6 We have given you mountains of
7 data. The airline industry, individuals
8 collectively, we have given you mountains of
9 data, and still there is no change. And now
10 we're being told, okay, even after a final,
11 which apparently may not even have this in it,
12 we are going to talk about this stuff. We
13 have got to get this resolved, and we have got
14 to get it resolved right now. What's the hold
15 up? What is -- what is it that you don't have
16 to resolve the issue?

17 MR. BRISTOW: The main thing is
18 the data that we received was disparate across
19 the airlines. I'm not discussing the veracity
20 of the data. Your data is your data, and I'm
21 not saying yours is right or wrong. We have
22 to be able to take this, formulate this into a

1 process that we can present to the leadership.

2 This is a fundamental change to the City Pair
3 Program. Never had this before and, once
4 given up, never to return again. Agree?

5 MR. CLIFFORD: I agree on that
6 point, but I want to get into the data.

7 MR. BRISTOW: Right.

8 MR. CLIFFORD: Because we have to.
9 But go ahead.

10 MR. BRISTOW: But the data itself,
11 we are not disputing the data. We understand
12 there is a problem. Now, how do we take this
13 to the leadership to say to them, "We are
14 going to make this fundamental change to the
15 City Pair Program that 48 hours, 24 hours, 72
16 hours prior to departure we are going to be
17 canceling those reservations that aren't
18 ticketed."

19 And, again, we want to be good
20 stewards of our contracts to our suppliers.
21 At the same time, we have to make sure that we
22 are not sending through such a huge impact to

1 our customers that all of a sudden they get to
2 the airport and you have this huge flow of
3 people who, number one, don't have a
4 reservation; number two, no ability to pay for
5 it.

6 Those are the areas that we are
7 trying to consider. What is going to be fair
8 and reasonable? What is going to be
9 applicable to our customers? And then, how
10 fast can we take this out to the leadership to
11 make that change? That is where we're at
12 today.

13 MR. CLIFFORD: Two points. One,
14 from Delta's perspective, our position is that
15 24 hours does not do us much good at all, as
16 it is indicated up there. We are after the 72
17 at a minimum. Obviously, the more we can get
18 before departure the better. We wouldn't
19 accept anything less than 72 hours.

20 And, frankly, I'm not sure why --
21 how the ticket time limit deal just kind of
22 fell away somehow, and we have not focused in

1 on the front end with auto cancel, and the
2 front end as opposed to the time period
3 reference from departure date. Are you going
4 to get into that?

5 MR. BRISTOW: I am going to show
6 something here that we do -- oh, sorry, I
7 thought I had -- I must have lost a slide.
8 I'm sorry. I had each of the different
9 agencies and their ticketing time limits they
10 had set up, and it varied between seven days
11 and -- here.

12 MR. CLIFFORD: Okay.

13 MR. BRISTOW: GSA, Department of
14 State is three days; Department of Defense is
15 three days; Social Security Administration is
16 four days; DOJ is 48 hours, 72 hours prior to
17 departure; IRS, three days; Bureau of Public
18 Debt, three days; EPA, three; HHS, 48 hours
19 prior to departure; and DOI, three.

20 That's what I'm saying, those are
21 the dates, those are the hard dates that we
22 found out that -- when each of these agencies

1 are having their tickets issued.

2 Go ahead.

3 MR. CLIFFORD: Well, I mean, we
4 are of the opinion it has got to be on both
5 ends. You've got to have -- on the front end
6 you've got to have a certain timeframe that is
7 reasonable after the booking, that they can't
8 just continue to hold it forever without, you
9 know, cancellation.

10 So we've got to have a ticket time
11 limit on the front end, and you've got to have
12 -- on the back end you've got to have --
13 meaning closer to departure data -- you've got
14 to have a reference point, like the 72-hour
15 rule or whatever. You can't just have one of
16 them; you've got to control them at both ends.

17 Otherwise, we are still experiencing
18 spoilage --

19 MR. BRISTOW: Right.

20 MR. CLIFFORD: -- to various
21 degrees as you get, you know, further in.

22 Let me talk about the data issue,

1 because we have talked separately as airlines
2 with you all. Not together but separately we
3 have had conversations as recently as this
4 week.

5 What's that?

6 PHONE PARTICIPANT: Can you speak
7 up just a little?

8 MR. CLIFFORD: Is that -- can you
9 hear me now?

10 So the issues on the data -- now
11 we have all given you data, the airlines have
12 given you data, at least several airlines
13 have. You know what our spoilage numbers are,
14 and I can tell you that the -- Delta's
15 spoilage number, for any of us, this is not
16 small numbers. We are talking about 50
17 million -- good timing, Tim. You came in at
18 just the right time. How are you, Tim?

19 It is \$50 million for Delta. That
20 is a huge, huge number, and that may be less
21 than some of my competition that is in this
22 room.

1 But be that as it may, you have
2 our information. You have all of the details
3 associated with it to suggest. And by the
4 way, this is a 100 percent population.
5 Anybody who taken Stats 101 knows you've got
6 to have a statistically valid sample.

7 The airlines went in and did 100
8 percent -- separately, we did a 100 percent
9 sample. That is the entire population. We
10 did 831,000 PNRs, okay? That's 100 percent of
11 the population. This is all the M&G stuff,
12 military and government.

13 I understand that DTMO -- and,
14 Andrea, you can address this -- you took about
15 a one-day cut of your data, and so you came up
16 with a one or two percent spoilage rate. Our
17 spoilage rate was eight percent, and eight
18 percent was taking out all of the other
19 commercial fares. We only focused on the Y
20 and the K fares on the contract fares. Okay?

21 So I know when -- and we have had
22 these discussions. You need to go to your

1 customers and say -- and try to explain why
2 there is a difference between a low single-
3 digit number from DTMO and the airline
4 numbers, which range from anywhere from eight
5 to 25 percent spoilage. Okay? be that as it
6 may, we are still having tens of millions of
7 dollars in losses in spoilage.

8 But I want to address the issue of
9 the sample. This is not really a question of
10 how to explain the difference between DTMO's
11 numbers and the airline's numbers, because
12 DTMO's numbers don't have a statistically
13 valid sample.

14 MR. BRISTOW: The one-day sample
15 is incorrect, but that -- I will let Andrea --

16 MR. CLIFFORD: I don't care if it
17 is a week. If they didn't do a year --

18 MR. BRISTOW: It's a one-year
19 sampling that they gave. What we were doing
20 on a one-day basis each day was with the TMCs
21 to have them check for the previous week --
22 during that week -- how many records were not

1 ticketed on the day of departure. That's
2 where our sample was done.

3 MR. CLIFFORD: Okay. But --

4 MR. BRISTOW: I believe ours was a
5 year's worth of data. Is that correct,
6 Andrea?

7 MS. CARLOCK: That's correct. And
8 we looked at a variety of different things.
9 We just didn't look at spoilage. We pulled
10 one year's worth of data.

11 MR. CLIFFORD: But wait a minute.
12 If you're going to look at spoilage, that's
13 the issue here.

14 MS. CARLOCK: I said we didn't
15 only look at spoilage. We looked at when our
16 patterns were for ticket -- issuing the
17 tickets when we are booking the reservations.
18 Spoilage was part of our overall synopsis of
19 what we looked at.

20 MR. CLIFFORD: Okay. But my
21 understanding is that that sample that you
22 took did not include the Carlson-SATO travel

1 TMC. Is that right?

2 MS. CARLOCK: That is not correct.

3 MR. CLIFFORD: Well, what is the
4 deal then, Jerry? Because that is what my
5 understanding was on Monday when we talked.

6 MR. BRISTOW: That's why I think
7 we are getting confused here, Denny.

8 MR. CLIFFORD: Well, we need to
9 clear it up, because --

10 MR. BRISTOW: No. What I'm saying
11 is that we have not received the Carlson,
12 Wagonlit data on the daily spectra that was
13 done. This does not pertain to the DoD
14 portion.

15 MR. CLIFFORD: All right.

16 MR. BRISTOW: Okay?

17 MR. CLIFFORD: Now, Andrea, you
18 only took DTS information, right? Not non-
19 DTS, bookings coming through DTS.

20 MS. CARLOCK: We did. We took DTS
21 data.

22 MR. CLIFFORD: So you are missing

1 what? Maybe 30 percent of the non-DTS data
2 that is out there.

3 MS. CARLOCK: I won't say we are
4 missing it. Although we only took DTS data,
5 we have been in communication with our
6 commercial travel offices to try to obtain
7 that and get their opinion about spoilage and
8 what is not being ticketed prior to departure.

9 And their numbers do not match either with
10 what has been provided to us by the airlines.

11 MR. CLIFFORD: And your definition
12 of spoilage, as I understand, is anybody --
13 any supervisor that approved the travel that
14 eventually got canceled -- or was not
15 canceled, I should say.

16 MS. CARLOCK: No.

17 MR. CLIFFORD: What is your
18 definition?

19 MS. CARLOCK: Do I need a mic?
20 You keep yours; I'll take this one.

21 (Laughter.)

22 Okay. Andrea Carlock, Defense

1 Travel Management Office. That is not our
2 definition of spoilage. Our definition -- the
3 way DTS works right now is, if I make a
4 reservation, I, as the traveler, if I do not
5 sign that reservation within 24 hours of me
6 making that reservation, it is auto canceled.

7 Okay?

8 Then, you have the AO's approval.

9 What we looked at with spoilage was when the
10 AO did not approve it prior to departure.

11 That was what we looked at, and I believe you
12 said something different. You said that it
13 was approved, and then the ticket was issued,
14 and then it was canceled?

15 MR. CLIFFORD: No. If the
16 supervisor did not approve it --

17 MS. CARLOCK: That's correct.

18 MR. CLIFFORD: -- but somehow it
19 was still booked as a reservation --

20 MS. CARLOCK: Yes.

21 MR. CLIFFORD: -- and they could
22 still book it, right, even if he or she didn't

1 approve it.

2 MS. CARLOCK: They can book it.

3 MR. CLIFFORD: But it still held
4 space on our inventory.

5 MS. CARLOCK: That's correct.

6 MR. CLIFFORD: I don't care what
7 happened with the supervisor at this point.

8 MS. CARLOCK: That's correct.

9 MR. CLIFFORD: They're holding
10 space on us; that's spoilage.

11 MS. CARLOCK: That's correct.

12 MR. CLIFFORD: If it was not
13 canceled, or not ticketed, that is spoilage.

14 MS. CARLOCK: And we agree.

15 MR. CLIFFORD: Are you taking
16 those -- and that's in a case where a
17 supervisor did approve it or didn't approve it
18 or what?

19 MS. CARLOCK: Did not approve it.

20 Because if the supervisor approved it, three
21 days prior to departure it will be ticketed.

22 If the supervisor did not approve it, it will

1 not be ticketed.

2 MR. CLIFFORD: Well, that was not
3 my understanding when we talked the other day.

4 All right. Here is my point. You
5 came up with, what, 1.4 percent spoilage?

6 MS. CARLOCK: That's what we came
7 up with.

8 MR. CLIFFORD: How in the world do
9 you get to that level when the airlines are,
10 at a minimum, eight percent all the way out to
11 25 percent? You've got several airlines that
12 have the same big numbers. They are not down
13 to one or two percent.

14 MS. CARLOCK: Okay.

15 MR. CLIFFORD: There is something
16 missing here. Did you get 100 percent of the
17 calls from SATO travel data in your sample?

18 MS. CARLOCK: We did not, because
19 we don't -- all travelers do not book through
20 DTS. Now, that is not to say that our numbers
21 could not be off, and we are willing to sit
22 down with you and look at what we are doing in

1 our system, how we are pulling the data. I
2 believe that is very important. What facts
3 are we using to pull the data based on what
4 you are using?

5 And, actually, we have met
6 recently with Southwest, and we are doing that
7 with Southwest. He has provided us some data.

8 We are working with Southwest to specifically
9 look at the samples that we have from
10 Southwest to see where we may have pulled
11 something incorrectly. We are willing to do
12 that.

13 Now, I know with American the
14 issue was getting some information from Legal,
15 so that you could provide us specifically the
16 PNR information.

17 MR. COYLE: An update to that --
18 we did get the clearance from Legal, and we
19 are at 16.4 percent spoilage for all of FY11
20 -- 16.4. And in those records we have already
21 shipped them, Jerry. You have copies of them
22 as well. So I think that is the difference.

1 If you can go in and look at those
2 records, you can validate that the numbers we
3 are giving you are actual travelers and real,
4 and you can compare it to your system. And I
5 realize this is -- we are looking at the
6 entire universe of YCA and _CA bookings.

7 MS. CARLOCK: Okay.

8 MR. COYLE: So it may be happening
9 out of your realm, but nonetheless it is
10 spoilage to us.

11 MS. CARLOCK: Okay. Right.

12 MR. COYLE: And this was based on
13 the GSA spoilage, yes --

14 MS. CARLOCK: Okay. And you guys
15 have to be patient with us.

16 MR. COYLE: -- definition of it,
17 so --

18 MS. CARLOCK: This takes time for
19 us to peel back the onion on all of these
20 PNRs. With the data that Southwest has
21 provided us, we are physically going in and
22 looking at the PNRs, looking at when it was

1 booked, to try to see if we can determine, is
2 there a pattern? Is there something that our
3 system is doing that it shouldn't be doing?
4 Are our travelers doing something?

5 So if we can get that, give us
6 time to look at the data, we will be able to
7 look to see, are we actually looking at
8 oranges and apples? Or are we comparing the
9 exact same thing?

10 MR. CLIFFORD: Well, it is still
11 an onion, but we have been peeling back this
12 onion for a year now. How big is this damn
13 thing?

14 MS. CARLOCK: It's a huge onion.

15 MR. CLIFFORD: I mean, we are not
16 getting to the core. And here we are, the day
17 of the pre-solicitation meeting, and we don't
18 have any answers. And that is unconscionable,
19 in my opinion. Set that aside.

20 MS. CARLOCK: Okay.

21 MR. CLIFFORD: Can I just -- one
22 thought here?

1 MS. CARLOCK: Wow.

2 MR. CLIFFORD: How many -- because
3 that's about all I have in my head is one
4 thought. How many PNRs or how many ticket
5 reservations did you use for your one-year
6 sample?

7 MS. CARLOCK: I didn't bring my
8 numbers with me.

9 MR. CLIFFORD: Well, just give me
10 a number.

11 MS. CARLOCK: Do you have --

12 MR. CLIFFORD: Is it bigger than a
13 breadbox? I mean, how -- what is it?

14 MS. CARLOCK: Yes, there was
15 millions of reservations. I know we talked
16 about it. I don't have my numbers with me.

17 MR. CLIFFORD: All right. So
18 whatever that is, it was a big number. You
19 used --

20 MS. CARLOCK: It was a large
21 number.

22 MR. CLIFFORD: -- a year's worth

1 of data, but the part about Carlson-SATO not
2 being in there --

3 MS. CARLOCK: No.

4 MR. CLIFFORD: -- is the non-DTS
5 stuff or what?

6 MS. CARLOCK: No, that is not a
7 true statement. Carlson and SATO -- their
8 numbers were in there. DTS, Carlson, and SATO
9 numbers were in there. So to say --

10 MR. CLIFFORD: Well, what about --
11 if somebody did not book on DTS, what about
12 those? Where did that data go?

13 MS. CARLOCK: We do not have that
14 data, and that is something --

15 MR. CLIFFORD: Well, why is that
16 not chosen?

17 MS. CARLOCK: That was something
18 that I indicated we are working with our
19 commercial travel office to obtain that data,
20 as well as we have communicated with our
21 commercial travel office to find out, okay,
22 these are the numbers that the airlines are

1 providing us at your locations where your
2 travelers are not using DTS or those -- and we
3 call those CTOSYS transactions. What are the
4 spoilage numbers that you are finding?

5 Carlson has come back to us and
6 indicated that we are not finding the large
7 numbers that the airlines are providing to you
8 guys. So we need to further look at, if we
9 have reservations, when we get the data, if it
10 wasn't booked in the DTS system, we need to
11 peel the onion back to figure out, Carlson,
12 this is a transaction that was not booked in
13 DTS.

14 It shows as a CTOSYS transaction.

15 They are showing that there are a thousand of
16 them that are spoiled. What happened? Can
17 you assist us with obtaining that information?

18 And we need to do that. But before we can do
19 that, we have to have specific information as
20 the two carriers here have --

21 MR. CLIFFORD: My bottom line
22 point is this. It is very simple: your

1 numbers are a bust. Okay? You've missed 30
2 percent of your data simply because you are
3 not taking the non-DTS bookings. And there is
4 a lot of other holes in it that we went over
5 the other day, and I can share that
6 separately. I won't go into it now.

7 But you don't have a valid sample.

8 If you don't have a valid sample, you can't
9 use that as a reference point. You've got to
10 use what the valid sample is, which is the
11 airline information, which is 100 percent
12 population. We have captured everything --
13 every scenario you can possibly capture.

14 Why is there such a resistance to
15 use our data when it is a valid sample and
16 good data from several airlines? I don't --
17 it just blows my mind that you are down to the
18 one percent level and you have to explain the
19 difference? The problem is you have bad
20 numbers and we don't.

21 MS. CARLOCK: And I won't say
22 there is a resistance, Denny. What I will say

1 is that we have to validate. We have a
2 governance process, and in our governance
3 process if we are going to go to them and
4 request that we change the system, and change
5 the process, we have to be able to present to
6 them that what you are providing to us we have
7 validated.

8 There is a cost impact here as
9 well -- what you have provided to us we have
10 validated, and that we believe that the
11 pattern or the traveler's behavior does warn
12 us to change our process to implement, be it a
13 24, 48, or 72 hours.

14 I don't believe we have
15 resistance. I believe that we can work
16 together to validate the numbers. We will go
17 forward to the governance board, and we will
18 present that to the governance board, and then
19 we will vote on that, and then we will make
20 the change, make the process. There are going
21 to have to be changes to our behavior of our
22 travelers. But we are willing to do that. We

1 just need to be able to validate the numbers.

2 Now, I will say this. You said we
3 have been working on this for a year or so.
4 You are absolutely correct. But we have not
5 had specific PNR data. We have not had that
6 specific PNR data where we can peel that onion
7 back and look to see, why is this happening?
8 Is it a system problem? Is it a traveler
9 problem? And is it truly 16 percent? Or is
10 it the one percent? But now that we have that
11 data we will be able to do that.

12 Now, I'm hearing Jerry say that
13 after we do this validation, if we need to do
14 a modification, that we can do that
15 modification. But please bear with us and let
16 us validate the numbers that you have provided
17 to us.

18 MR. CLIFFORD: We told you all six
19 months ago, what information do you need?
20 Because don't come at the end of the day, at
21 the pre-solicitation meeting, and ask for more
22 information. And that is exactly what is

1 happening now. You are asking for more PNR
2 data, and you just started asking for that in
3 December, after we already gave a year's worth
4 of -- mountains of data. And now exactly what
5 the industry told GSA and DTMO six months ago
6 is happening. And that is wrong.

7 MS. CARLOCK: Okay. I'm going to
8 give you the microphone now.

9 MR. BILLONE: Can I just make --
10 ask you a question, Andrea?

11 MS. CARLOCK: Sure.

12 MR. BILLONE: Get that microphone
13 back. Did you look at European point of sale?

14 MS. CARLOCK: Did we look at what?
15 I'm sorry.

16 MR. BILLONE: European point of
17 sale --

18 MS. CARLOCK: We looked at all --

19 MR. BILLONE: -- from the data.

20 MS. CARLOCK: We looked at all DTS
21 data.

22 MR. BILLONE: Okay. So --

1 MS. CARLOCK: European, CONUS,
2 OCONUS, we looked at all of that.

3 MR. BILLONE: We found a majority
4 of our issue is basically in Europe, at the
5 basis in Europe.

6 MS. CARLOCK: Okay.

7 MR. BILLONE: Okay? The other
8 thing is what we ran our data on was the
9 required -- what we required -- an OSI field
10 -- to avoid cancellation, auto cancellation,
11 okay, which was the OSI YY Fed Gov City Pair.

12 Now, that may be a little bit
13 because we find a lot of travel agencies use
14 that on the commercial fares, so their
15 commercial fares won't get canceled.

16 MS. CARLOCK: Okay.

17 MR. BILLONE: I know one in
18 particular, because my son took a trip to
19 Australia for Booz Allen and they put that on
20 his PNR. So I know that happens, but the
21 numbers are not that tremendous.

22 We offered United Airlines -- and

1 I had a sample of PNR data, of actual PNRs
2 with the O&D and the dates and the ARC number
3 that sold it, and I presented that to the
4 former program person who is no longer -- and
5 I never got a response. I can't give you the
6 names, but I can give you the PNR information.
7 I can't give you the credit card number.

8 Okay?

9 MS. CARLOCK: Yes, PNR information
10 is enough.

11 MR. BILLONE: You know, but
12 unfortunately, right now we are in the process
13 of combining systems with Continental. And I
14 can't get that data right now, but I'm trying.

15 But we had the actual City Pairs that were in
16 there. I mean, it was a sample I gave. I
17 said, "Do you want this? I can get it." And
18 I never got a response.

19 So, you know, we are trying. But
20 there has got to be back and forth here, and
21 sometimes I don't know if we are getting
22 there.

1 MS. CARLOCK: Well, I can say from
2 the DTMO, the DoD, we are willing to work with
3 you, and the back and forth is something that
4 we are open to have.

5 MR. BURKE: Let me jump in. The
6 government has a responsibility, at DTMO and
7 at GSA, to work together to serve the airlines
8 --

9 PHONE PARTICIPANT: Can't hear.

10 MR. BURKE: -- not separate. So
11 I'm going on the record that that is taking
12 place effective now. If it hasn't taken
13 place, it is. There is an issue with it --
14 Andrea, step in and step up. I don't think
15 you have one.

16 PHONE PARTICIPANT: Still can't
17 hear.

18 MR. BURKE: Who can't hear? Oh,
19 sorry. I apologize. Still on the phone
20 there. I came in late, and I was uninformed.
21 I apologize.

22 This is Tim Burke. The DTMO and

1 GSA will make a commitment to the airlines
2 right now, and they will discuss it with me
3 and their senior management if there is an
4 issue. You will work together -- DTMO and GSA
5 -- on this data.

6 Southwest Airlines data going to
7 DoD and not being shared with GSA,
8 unacceptable. You can't run a government-wide
9 program, DoD and GSA, Southwest, or anyone
10 else, with one group having the data and not
11 the other group.

12 So the commitment that is going to
13 be made here is this solicitation will not go
14 out on the street until we resolve the sample
15 validation, Denny, the right amount, and we
16 get clear definition on what spoilage is.

17 As far as DoD, we don't have any
18 influence over whether they drive DTS to a
19 modification or not. I think Andrea did a
20 great job explaining to everyone there is a
21 governance process. There is a cost issue
22 involved, there is requirements that have to

1 be developed, all of those things. They have
2 a very good process to enable that.

3 What we don't have completed yet
4 -- and I will call you all out on this on the
5 airlines side. I grew up in this business; I
6 have been hearing this before I even came to
7 the government. You guys have not delivered
8 your data in a condensed way that is easy to
9 understand and explainable.

10 Our guys don't know your data; you
11 know it. So the effort that Jerry is going to
12 put forth going forward is to work that data
13 until a full, clear understanding. They are
14 going to be on it every day until the
15 solicitation goes out. This will not be a
16 tough decision, but what has to be decided is
17 the common understanding of the problem.

18 Listen to our folks talk about it
19 versus you talking about it versus whether it
20 is a European destination versus whether
21 Southwest Airlines is delivering and talking
22 only about DoD -- with DoD about DTMO's

1 information about tickets issued. And when it
2 affects a government-wide contract is an
3 unacceptable way for us to have a government-
4 wide contract.

5 So I'm going to be looking to DoD
6 and GSA's office to come together on all of
7 this information. So, Jerry and Andrea, that
8 is a requirement we've got. I don't think we
9 have an obstacle there, do we?

10 MS. CARLOCK: We have never had --

11 MR. BURKE: Okay. So, number one,
12 that problem is resolved. So DoD and GSA will
13 be looking at all of your information you have
14 submitted, and they are going to get on the
15 same page on that.

16 Why does it have to be DoD and not
17 HHS? It's because DoD is the biggest player
18 in the space. They have the highest impact on
19 this. DoD knows that, and we know that as the
20 service provider to DoD and to you guys. That
21 will be resolved before this solicitation goes
22 on the street. Correct, Jerry?

1 MR. BRISTOW: Correct.

2 MR. BURKE: Okay. So you guys
3 will have an answer about what we are doing
4 about this spoilage, and we will all be on the
5 same page on the definition of it. You can't
6 tell me that United spells it out the same way
7 as Delta/Northwest, because you don't. I have
8 looked at the data myself in the last week.
9 It comes in in totally two different bunches
10 of stuff, and it doesn't explain it.

11 So our job is to bring commonality
12 to you guys, so that we can sell it to the
13 government to change the policy and change the
14 systems. That is what I think you are hearing
15 from Andrea, and I hope what you were hearing
16 from Jerry.

17 So is there any confusion about
18 that? We are going to get the data reconciled
19 internally in the government. We are going to
20 agree at the DoD/GSA side that we are sharing
21 that information, come to a common
22 understanding.

1 I would -- I am going to put that
2 up for a vote. Everybody agree that that is
3 an objective? That's a yes or a no.

4 MR. BRISTOW: Yes.

5 MR. BURKE: Okay. So that one is
6 buried. Shocking. Hold on to your comment.
7 Let me finish, because I know what you'll do
8 with it. Okay.

9 I want you guys to have a
10 commercial model more than I can taste it.

11 I've said that to you for the last few years.

12 It has taken this long for us to all get on
13 the same page that it's doable, both systems,
14 policy, awareness, and value.

15 The marketplace has shifted a lot.

16 I think you see a compelling desire on the
17 part of DoD especially, and GSA especially, to
18 try to bring that to reality and
19 implementation. Do we do it in steps? Maybe.

20 Do we do it in first steps on dealing with
21 spoilage? It sounds to me like you guys came
22 up with a compromise that dealt with a

1 cancellation a couple of days before and if
2 the tickets aren't issued, right?

3 And my understanding -- albeit a
4 few of you -- you all have the ability to
5 manage that from your own systems, correct?
6 So that would mitigate your risk, right?

7 It's hard for me to believe that
8 you guys like that as the end-all game,
9 because it seems to me if an airplane flies
10 and a seat is empty, you still lose it, right?

11 Even if we hold the reservation with or
12 without a ticket. Correct?

13 And we are taking the necessary
14 steps and dialogue to at least go in that
15 direction. What is more important to my
16 office to serve you guys, and serve DoD, as
17 well as the rest of the other customers, is
18 that we get on a common understanding of what
19 this problem is, so that we can refine the
20 definition to solve it.

21 I just listened to four airlines
22 not say the same things about the same

1 definition of the spoilage. And I've got you
2 arguing, Denny, that they don't have a good,
3 valid random sampling at DoD.

4 MS. CARLOCK: We do.

5 MR. BURKE: If you've got 70
6 percent, then you've got enough for me to give
7 these guys a recommendation on that contract.
8 That's enough random sampling.

9 My problem is, Jerry, did you tell
10 them that we had a problem with Carlson's
11 data? Carlson is the biggest player in the
12 space. Denny was taking --

13 MR. BRISTOW: We don't have a
14 problem with it.

15 MR. BURKE: Okay.

16 MR. BRISTOW: No. The sampling
17 was on a daily basis for one week, and we
18 hadn't received that yet. That was it.

19 MR. BURKE: Okay. So I'm going to
20 simplify it. So along the line here,
21 everybody has delivered the data at different
22 times throughout this year, correct? George,

1 did you deliver the same day as Delta and
2 Northwest? Or Delta, I should say. Sorry,
3 Denny.

4 PARTICIPANT: To address that, the
5 carriers don't sit down together.

6 MR. BURKE: Right. So you don't
7 collude, you get it in, and your system
8 doesn't work like theirs, correct? Southwest
9 doesn't work like United, correct? Okay.

10 So the government got four
11 different languages at four different times to
12 deal with four different interpretations.

13 MR. CLIFFORD: That doesn't mean
14 that it's invalid.

15 MR. BURKE: I didn't say -- nobody
16 said it was invalid. They are -- be quiet for
17 a minute. No one has said it's invalid. It
18 is not invalid. It is not credible to the
19 governance for the decision to make the
20 recommendation. It is simply a message that
21 has to be clearly understood with some sense
22 of validation.

1 So what the team has been doing --
2 it is my understanding -- you have been
3 working with the carriers that have
4 participated, been back on the phone with
5 them, talking to DoD on their interpretation,
6 trying to get to that common place, so that we
7 can be credible with the samplings we have.
8 Is that my understanding?

9 MR. BRISTOW: Correct.

10 MR. BURKE: Okay. Yes, feel free.

11 Do you want the mic?

12 MR. CLIFFORD: Denny Clifford with
13 Delta. The process is different for all of
14 us, for all four airlines, or all 13 airlines.

15 The process of getting there is different,
16 but the end result is the same. We have a
17 monster problem. Ours is a \$50 million a year
18 problem. Tom's is \$80- to \$160 million.
19 American is at, what, \$70 million, whatever.
20 It is a monster problem.

21 Why is there so much focus on
22 DTMO's numbers when we, the partners in this

1 contract, have a monster problem that needs to
2 be fixed and it needs to be fixed now? What
3 is it that the customers are not going to
4 understand? And let me give you a
5 hypothetical here, Tim.

6 When you go to the customers and
7 you say, "Okay. The airlines have a big
8 problem; they've got a lot of millions of
9 dollars of spoilage," they don't care. What
10 they care about is their budget.

11 So why would they, who you are
12 going to to get approval for this change, why
13 would a customer, whether it be State, DOJ,
14 whatever, it doesn't matter, what is their
15 incentive to say, "Oh, okay. We will -- it is
16 going to cost them money." If it is going to
17 cost them money, why would they say yes to
18 this change?

19 MR. BURKE: Okay. I've got to go
20 to a meeting, so my timing is perfect -- on
21 the way in, on the way out. Okay. Feel free
22 to join me. I think you will get more answers

1 than you thought you could get.

2 All right. First and foremost,
3 don't interpret how the government implements
4 these decisions, which you just did. This
5 office is responsible for this program. This
6 office reports up to my office. We have a
7 strong customer service commitment to our
8 customer users.

9 I don't go get permission every
10 time I want to change a contract, so let me
11 make it perfectly clear, including the
12 contracting people that are in this office.
13 Correct, Kristen? If there's a decision made
14 on our business, we are going to implement it.

15 I have asked to make valid the
16 information you guys have brought to the
17 table, so that we can implement improvements
18 to the program that are doing just the things
19 you just said about. So get the data looked
20 at. The contract isn't on the street yet.
21 The contract is being held up to go on the
22 street, so that we can get this resolved.

1 So I think you have already gotten
2 your answer. You have already gotten your
3 answer.

4 MR. CLIFFORD: Well, Jerry just
5 said the Board of Governors, or whoever they
6 are --

7 MR. BURKE: Well, let me correct
8 Jerry. Let me -- well, let me correct that.

9 MR. BRISTOW: No, I didn't say
10 that.

11 MR. BURKE: Let me --

12 MR. BRISTOW: Oh, Andrea did.
13 Sorry.

14 MR. BURKE: But she is not talking
15 about City Pair Program. She is talking about
16 how she does business in her very, very large
17 agency, which is the single largest corporate
18 entity in the world, and we have to serve
19 them.

20 They have a governance process
21 which implements -- I'm going to speak for
22 you. If I'm wrong, correct me. They

1 implement physical changes to DTS. It affects
2 their DFAS system, it affects reimbursement,
3 it affects their booking, their reservations,
4 their entire process. It is a custom-built
5 system that sits on a project plan that when
6 -- in order to change that system, where they
7 have to reprioritize modifications to the
8 software, which it sounds to me like you would
9 do, correct?

10 MS. CARLOCK: It is not only DTS.

11 MR. BURKE: Right.

12 MS. CARLOCK: It is any type of
13 change to our business model and our business
14 process. We did the same thing with the GARs.

15 MR. BURKE: Correct.

16 MS. CARLOCK: We went for it and
17 we went before the board. So it's not only
18 DTS changes; it would be any process change.

19 MR. BURKE: And with a 2013
20 contract, assuming we make the decisions in
21 the modification that are appropriate, which
22 from my personal perspective they are more

1 than appropriate, spoilage shouldn't take
2 place. The Federal Government travelers
3 should treat your seats the same way you
4 should -- a consumer treats your seats. And
5 we are 100 percent committed for that.

6 We have got to take a couple of
7 steps -- and I've got to be honest, guys.
8 This data never came flying in on a timely
9 basis over the last four or five years. It
10 hasn't even been organized.

11 Now, you guys -- some of you have
12 been willing to give some early; some have not
13 been able to give some early. We have four
14 airlines that have participated. Am I
15 correct? That's enough. We don't need all
16 13.

17 The problem is a problem. If we
18 have a contract that says we can waste your
19 tickets, and we don't have a responsible
20 traveling policy around not wasting those
21 tickets, inevitably there is going to be some
22 waste of those tickets, because there is no

1 disincentive for that.

2 We can change that by establishing
3 a stepped process. It sounds like it is a
4 step process, right, that you guys are looking
5 for -- having auto cancel? Is that the step
6 process you want to go forward with? That
7 sounds like it's something that can be done
8 commercially pretty easily, I think for most
9 of you, not for all of you, is my
10 understanding.

11 I don't see a problem whatsoever
12 in getting a vote done, because there is no
13 vote.

14 MR. HAAG: Who makes the decision?

15 MR. BURKE: Our program office.

16 Our program office makes the decision.

17 MR. HAAG: They are not aware of
18 that.

19 MR. BURKE: Who is not aware of
20 that?

21 MR. HAAG: I was just told on
22 Monday --

1 MR. BURKE: By who?

2 MR. HAAG: -- by Gene that no
3 change would be --

4 MR. BURKE: What did he tell you?

5 No. What did he tell you?

6 MR. HAAG: He told me that no
7 change would be made to the contract until you
8 preached it to the Governance Council and got
9 their approval. Are you telling us that is
10 not accurate?

11 MR. BURKE: Not necessarily. I
12 wasn't on the call when he presented it. We
13 will present the changes to the Governance
14 Council. The Governance Council could say,
15 "We don't want a program like this anymore."
16 We would have to make a decision whether we
17 are going to go to contract or not. How is
18 that for an answer?

19 This is not -- this is just your
20 guys' office, all right? Don't be confused.
21 We've got a bureaucracy, but we don't go back
22 to my office and talk about it like we're a

1 bunch of bureaucrats who don't know how to
2 figure it out.

3 We have a process here where we
4 need your input -- use the word "partner"
5 correctly. Get your data, want your data --
6 DoD. Southwest Airlines, GSA, and DoD looking
7 at the same data is a good first start, is
8 what I would recommend.

9 So going forward, I want to make
10 sure that happens. I want to make sure that
11 happens, Jerry. All right? Okay.

12 The Governance Council is an
13 advisory council that we created at GSA to
14 keep them informed about program developments
15 and where they go. They do not have a charter
16 that says they vote in or out. That's
17 different than DoD. DoD is its own agency.
18 They just happen to be gigantic.

19 MR. CLIFFORD: If they say, "No,
20 we don't want this stuff," that doesn't
21 necessarily preclude it from going forward.

22 MR. BURKE: Correct. They have no

1 governance.

2 MR. CLIFFORD: Because your office
3 at the end makes the decision.

4 MR. BURKE: Yes. GSA decides
5 whether they want to put this contract on the
6 street or not. So any interpretation of that
7 understanding, whether Gene said it on Monday
8 or not, is -- I'm correcting it. That's why
9 I'm here. Is it unclear?

10 MS. CARLOCK: Not to us.

11 MR. BURKE: Okay. And so it is
12 not unclear to our biggest customer. Let's
13 just say there was a voting issue.

14 MS. CARLOCK: I do just have to
15 say, we do have a voting process.

16 MR. BURKE: Sure.

17 MS. CARLOCK: We do have a
18 charter, and our governance boards do vote on
19 things that we make changes to -- DTS, as Tim
20 has indicated, as well as program changes,
21 travel program changes, that we do make. So
22 --

1 MR. CLIFFORD: Do they make the
2 decision on spoilage here?

3 MS. CARLOCK: Well, not make the
4 decision on spoilage. We have to present to
5 them and recommend -- if we could present to
6 them that we believe there is a need to make
7 the change, we will make that recommendation,
8 and then they do vote.

9 MR. CLIFFORD: And they have how
10 many people on the council, or whatever you
11 guys --

12 MS. CARLOCK: Each of the services
13 has a person that represents.

14 MR. CLIFFORD: Like a dozen
15 people?

16 MS. CARLOCK: We have an O6 level.
17 We call it Defense Travel Improvement Board.
18 And then, we have an O8 level, general
19 officer level.

20 MR. CLIFFORD: But they can take
21 an up or down vote whether they want whatever
22 the changes proposed are, right?

1 MS. CARLOCK: They could.

2 MR. CLIFFORD: And then, that goes
3 to your office or --

4 MS. CARLOCK: And then, my
5 director and Tim would then need to work that
6 out based on Tim being the program manager in
7 charge of the City Pairs Program. She will
8 take the information that she gets from our
9 governance board, and then Tim and her can
10 hash it out.

11 MR. CLIFFORD: Put all of this
12 stuff together. Who is the final decision
13 maker on this thing?

14 MS. CARLOCK: Well, I believe Tim
15 has said he is the final decision maker on the
16 City Pairs Program. So --

17 MR. CLIFFORD: What do you want
18 for lunch?

19 (Laughter.)

20 MS. CARLOCK: I mean, if Tim puts
21 it in, then our director, Ms. Mitchell, needs
22 to decide how does DoD play within that.

1 MR. BURKE: Yes, let's play this
2 out in real terms. So we get this data banged
3 around from now until when, Jerry, are you
4 targeting?

5 MR. HAAG: 2014.

6 MR. BURKE: Wow, did you give us
7 that long? Okay, great. Thanks. Everybody
8 got that recorded, right? Okay.

9 So, Jerry, I think when I saw you
10 yesterday I asked you about the timeline
11 associated. I know you are going to work with
12 Kristen in reference to releasing the final
13 solicitation based on this very important item
14 for us to try to go as much to a value add for
15 the airlines on the spoilage issue as we
16 could.

17 If I heard you correctly, you said
18 that you figured with what we've got in the
19 house today, with the data, some advances you
20 have made in dialogues, whether it is Gene's
21 conversation on Monday or whether it is with
22 Denny today, is that by the end of February we

1 should be able to have this data understood
2 and resolved. Correct?

3 MR. BRISTOW: Yes.

4 MR. BURKE: Okay. And we don't
5 have any problem, Kristen, right, in reference
6 to the solicitation going out if we mod by
7 then, correct?

8 MS. JAREMBACK: Correct.

9 MR. BURKE: Okay

10 MS. JAREMBACK: It has to be
11 sooner probably than the end of February,
12 because we are targeting, as contracting, to
13 release the solicitation by the end of
14 February.

15 MR. BURKE: Right. But it is not
16 going out until this issue is signed off on my
17 desk. So let me make it really clear. That
18 wasn't a governance council, that wasn't a
19 vote, there won't be a vote. All right?
20 There will be constant collaboration with our
21 customers on the impact, and then GSA has to
22 make a business decision. I mean, it's real

1 simple. It is no more difficult than that.
2 There really isn't.

3 Now, getting our data understood
4 so that we can be good communicators to folks
5 that buy eight to 12 million tickets a year,
6 and have been doing it the same way for 29
7 years. I know your organizations don't do
8 change management without communicating
9 either. So we are going to have change
10 management.

11 But when we put this solicitation
12 on the street -- and let's talk
13 optimistically. Let's assume the solicitation
14 goes on the street and it says that GSA has
15 put a modification in the contract that we
16 accept these prices and these terms and
17 conditions. I'm putting words in your mouth,
18 so I'm not trying to say it's accurate. All
19 right? You will correct me.

20 And it includes that all YCA, _CA
21 -- I assume those are still the two tiers --
22 will be canceled -- auto canceled by the

1 airlines if those things aren't ticketed 24,
2 48, 72 hours. There is no barrier for that
3 taking place with the release of this
4 contract, except verifying that the data
5 reveals that we are bad users of your seats.
6 And I want that message out across our
7 community.

8 Let me cut to the chase. I don't
9 want the United States Government traveler to
10 act not like a world-class traveler. I want
11 them to buy it at the best rate, I want them
12 to know how to use it the proper way, and I
13 want our contracts to reflect it. And if our
14 contracts have to drive the incentives of
15 behavior into our travelers, GSA intends to do
16 it.

17 MR. CLIFFORD: But, Tim, one thing
18 we don't want to have happen is that it is
19 just an educational deal. We need a process.

20 MR. BURKE: When I say a contract
21 to drive behavior, is that educational? No.

22 MR. CLIFFORD: That's a matter of

1 interpretation.

2 MR. BURKE: No, it isn't. It's
3 driving behavior. They will buy the tickets
4 in a proper way, and they will have it
5 canceled on them if that is the term and
6 condition we negotiate. Absolutely. If that
7 -- that sounds to me like the easiest way to
8 do it.

9 Now, I'm not sure how that affects
10 the DTS booking tool, and I know that they are
11 going to have to work very hard if that
12 becomes a new way in which we do this. My
13 general understanding is, though, almost all
14 customer agencies across the space established
15 policy a long time ago before there were even
16 systems to ask their travel agencies to issue
17 those tickets 72 hours out.

18 Well, frankly, if that's the case,
19 I'm not a math wizard, folks, but if we
20 install a 24 or 48, we don't have a big risk
21 to us.

22 MS. CARLOCK: Right.

1 MR. BURKE: Right. So that's
2 where this is established. Sorry. One
3 second, Andrea, I'll let you back in. That is
4 where we are at, and I have made it clear to
5 this team, including Gene while he was
6 temporarily in this role, that I want this
7 dialogue with the airlines fully understood.

8 Jerry has no other charge,
9 frankly, right now than to get this resolved.

10 If there is an issue with one of our
11 customers -- no offense, Andrea -- that the
12 DoD seems to be causing the spoilage more than
13 others, they've got the bigger challenge,
14 because it is not only education, it is
15 systems and getting this policy implemented.

16 But I will assure you the dialogue
17 at DoD is no different than it is at GSA or
18 any other agency. If DoD, which I don't think
19 they are necessarily the culprit, but if they
20 are, if their programs and their systems have
21 been set up to make it easy to spoil, then
22 their 50-plus percent of the transactions that

1 are out there, the Federal Government is
2 addressing this on a holistic basis.

3 Why should we -- to your point
4 earlier -- pay a lot more if DoD can correct
5 it with systems and policy changes? Why would
6 we do that? We're not intending on doing
7 that. If you guys have a problem at DoD,
8 we're going to work with you to fix it. If
9 it's a problem at HHS, we'll fix it there.
10 That's the commitment you've got from us, and
11 the visibility of this data is helping us do
12 that.

13 So I'm very interested in,
14 obviously, chatting with Pam and you about it,
15 Andrea and Jerry, about whether the DoD data
16 is .14 percent or if it's 14 or 16.4 percent.

17 Or is that a government-wide problem?
18 Because if it's a government-wide problem,
19 they don't have the same issues that DTS has
20 on its configuration on the commercial booking
21 side on the civilian side. They can change
22 that tomorrow. That is all done commercially.

1 It is just the flick of a switch.

2 Now, on your guys' side, I know it
3 is a lot different.

4 MR. CLIFFORD: We believe it is a
5 government-wide problem, not just isolated
6 to --

7 MR. BURKE: Yes. But some point
8 don't. Not all of you airlines are saying the
9 same things. So let's not collude you. I
10 won't do that. You are not all saying the
11 same things.

12 So if you are on GSA's end of
13 this, our job is to get that common
14 understanding onto the table. It doesn't
15 mean, even if it is the same for DoD, or it is
16 the same for civilians, or if it's one or the
17 other, that the government shouldn't change
18 this policy and start behaving more
19 commercial-like.

20 We don't have a compelling
21 interest, in my opinion, to have these
22 requirements as so exclusive to the Federal

1 Government. What I would like you guys to do
2 is step up and tell us, what pricing would you
3 give us if we acted more commercial-like?
4 That's a better dialogue to have, because I'm
5 hearing you saying you are charging us more
6 and we are paying more because we behaved
7 badly.

8 I would rather talk about what we
9 could get if we behaved better. That's a
10 better discussion for taxpayers. That's a
11 better discussion for your yield managers,
12 because you guys know what you want to sell
13 your seats for better than we do.

14 Go ahead.

15 MR. BILLONE: Just to answer a
16 point there. And I don't know how this got
17 into the conversation a few weeks ago, but we
18 do not do our pricing based on the spoilage.
19 Matter of fact, our revenue management people
20 had no idea about this issue until we brought
21 it up and got their data.

22 You know, so one of the things

1 that came up on the phone call was Gene threw
2 in there, "Well, we'll get better pricing."
3 And it was like, "Whoa, whoa, time out, time
4 out. What are you talking about?"

5 He says, "Well, we'll get better
6 pricing because you won't take -- you'll get
7 better -- you know, we'll get better fares
8 because there will be no spoilage." And I was
9 like, "Well, we don't look at that right now
10 anyway, because nobody knew about it until we
11 jumped up and down." So --

12 MR. CLIFFORD: Tom said that --
13 sorry, but he said that in response to the
14 question of, well, what is the leverage that
15 he has to go to the customers to try to
16 convince them to say yes to this?

17 PARTICIPANT: I can't speak for an
18 individual conversation, but I am going on --
19 okay.

20 MR. BILLONE: Okay. And then, one
21 last thing is I -- this working definition
22 that we have up here, okay, confirmed

1 reservations that were neither ticketed nor
2 canceled. We all agreed to that definition.

3 I guess one of the questions is:
4 what is a reservation? Does it include all of
5 the O&Ds on that? All of the segments? I
6 mean, that is another -- well, I mean, that's
7 the key, because that is where your spoilage
8 is. But that was --

9 MR. BURKE: Okay. I'm going to
10 close. I want to thank you guys for inviting
11 me. Let me give you a promise, okay? Here is
12 the promise. We, by the end of February, will
13 do our end of the bargain inside the
14 government. DoD is our biggest partner, not
15 only transactionally but strategically.

16 We have got a good working
17 relationship. We should take a picture of you
18 two guys right next to each other. Okay.

19 Pam and I talk regularly, as
20 Andrea knows, about all sorts of different
21 approaches and ideas, what we get feedback on
22 the commercial market. We don't go into a

1 hole about it, and we've got to be practical
2 about what can get done when and how it can
3 get done.

4 But most importantly, I would like
5 the term you used, Denny, in partnership. I
6 would like to see if the dialogue could be --
7 you guys have given us data, correct, the four
8 that have given data. I thank you very, very
9 much. It has been something I know that has
10 been asked for a long time.

11 Jerry, the one promise we are
12 going to make to start first is that by this
13 time next week you and I will have a dialogue.

14 Whatever you and Andrea need to do, you guys
15 do; I'll be glad to jump in if you need my
16 help. We are going to go back to those four
17 airlines and let them know that we have the
18 data, every piece the way we need it.

19 We understand it, we interpreted
20 it, we've got all we need. You don't have to
21 do any more data dumps; you will be done.

22 Okay? So one week from today.

1 By the end of February we will do
2 our work internal in the government to make
3 sure that if we are going to release a
4 solicitation for the 2013 City Pair Program,
5 Kristen, that it will or will not have the
6 adjustments made in this contract that we have
7 talked about in reference to spoilage. Fair
8 enough? That's what you're looking for,
9 correct?

10 MR. CLIFFORD: By the end of the
11 month?

12 MR. BURKE: By the end of the
13 month, by the end of February.

14 MR. CLIFFORD: You don't have to
15 pull PNRs or any of that stuff?

16 MR. BURKE: I told you, by this
17 time next week, we will let you know that we
18 have the data, because I'm going to make a
19 bet. I'm going to make a bet that some of
20 your data isn't as robust and as deep as
21 you've said. But I could be wrong, Jerry,
22 because I just saw you in a fly-by, but you

1 said some data was missing.

2 So I will personally get involved
3 with it, because I care that much about the
4 dialogue of this. The government does not
5 want to have bad contracts with our vendors.
6 I have run a large enough organization in the
7 government now -- by hook or crook, not by
8 choice -- to know when we have bad
9 relationships with vendors' contracts, we are
10 not doing our job.

11 The commercial vendor is our
12 customer, just like DoD is. That is GSA's
13 primary function or role and responsibility.
14 We need to understand your goals, Denny,
15 whether it's Southwest, whether it's, you
16 know, American, United, or whoever it may be
17 that submitted the data. Understanding your
18 goals, our job is then to say, "Yours might be
19 a little bit different than yours, George."
20 But somewhere there is a common platform.

21 And we think yield control, we get
22 it, we think you guys have got full airplanes.

1 And if we're wasting seats on it, you're not
2 able to sell them. We get it. It's not
3 rocket science for us anymore.

4 Now, getting the bureaucracy to be
5 responsive, you've accomplished that. This
6 2013 contract is going to address it. I'm not
7 saying that it is guaranteed to work on it.
8 Agreed. We may make a business choice at GSA
9 not to do it.

10 And you make your business choices
11 how you want to purchase or pay. That's easy
12 for me to handle. All right? But the risk
13 associated with your participation is very
14 valuable to us. It never has not been, and it
15 remains that way.

16 But the spoilage thing, I think
17 you have done a great job in 2012, getting to
18 2012, at least getting it on the table that we
19 can make a decision. Up until now, it was
20 talked about in small corners. You might talk
21 about it; you might not. Well, you always
22 talked about it, Denny. Others didn't talk

1 about it. It wasn't that important, or -- and
2 it now has become more important.

3 If spoilage is the first step in
4 the direction for you guys to build
5 credibility with this contract with your
6 management, we want to give you that
7 credibility with your management. Make no
8 bones about it. There is nothing we want more
9 than that in reference to this particular
10 item.

11 We will pull it off if that data
12 gets organized in a way that we understand
13 that, yes, the airlines have a problem.
14 Anecdotally, we know you do. You could not
15 not have a problem. I see people do it all
16 the time. They make the reservation, they
17 don't care, airplane goes out, one empty seat
18 on it. Oh, that government person is the one
19 that probably held it and you never got to
20 sell the ticket.

21 That changes with 2013 if there is
22 anything we can do about it in my office. So

1 don't worry about the approvals. Don't worry
2 about the voting. Don't worry about charters.

3 Andrea has got to worry about that, and we've
4 got to help her in that situation as best we
5 can.

6 But as far as this contract --
7 help me out, Kristen -- do you go out and get
8 any votes done? I didn't think so. I don't
9 even think the Commissioner of GSA or the
10 Administrator of GSA is going to do anything
11 but ask us for what we want to do. That is
12 how it works. Fair?

13 MS. CARLOCK: I will say that on
14 behalf of Ms. Mitchell, our Director, she has
15 the same thought that you had, that if our
16 travelers' behavior is not allowing you to
17 sell those seats, then we should do something
18 about it. Except for we have a little bit of
19 a different process to get there. But she is
20 totally in support of what Tim is saying.

21 MR. BURKE: Yes. And Pam and I do
22 get together, and Andrea and Jerry, or Andrea

1 and Gene, I might have been a little tough --
2 I mean, Gene didn't grow up on that side of
3 the business. I've got to give him a lot of
4 credit for jumping in while he was here
5 temporarily. He certainly understands the
6 contract.

7 Jerry understands the industry
8 very, very well. Gene is off to doing more
9 contract work, which I think he is excited
10 about. We are glad we had him. There were
11 some gaps in between that -- not in reference
12 to Gene, but how the communication went.

13 I went out of my way to talk to
14 Pam, because I knew this was coming up. Pam
15 exactly echoed what Andrea just said. We are
16 on board with giving our industry partners and
17 the airline business specifically a platform
18 for us to continuously improve, and not let
19 the government waste your seats. That's all
20 there is to it. We are going to do it the
21 best we possibly can.

22 I think it is great you are

1 willing to step to an auto cancel. Frankly,
2 it is probably a pragmatic way in which to do
3 it. There are looks going on in our office --
4 about looking at the models entirely
5 different. Right now, 2013 still looks like
6 it is the basic framework, it makes sense,
7 with these improvements.

8 But don't be surprised if we start
9 coming to you guys for dialogue about the
10 model looking even different than this. I
11 don't think it's feasible, practical, or
12 convertible that fast, frankly. The market
13 hasn't shifted that much. I'm talking about
14 all markets. You guys may want it; of course
15 you'd want it.

16 I think there is also resources
17 within the government to actually be able to
18 pull it off and implement it. Don't think
19 it's as easy as your corporate clients. It's
20 not close. There is a lot of fundamental
21 issues that go all the way to funding issues.
22 Okay? And if you get into a funding problem

1 on this, we are going to have a bigger
2 problem.

3 You will have an out-of-control
4 market where you guys will be throwing DGs
5 everywhere and hoping you will get it, not get
6 it, customers will be all over the place.

7 Now, the other thing with a
8 commercial market model is there is also --
9 there's winners and losers. Today you guys
10 win whenever you want it. You just slap up a
11 DG. Well, if you want to be in a business,
12 you'll put a DG fare up there. If you don't
13 win a market, do you not put a DG fare up
14 there? The answer is yes, by the way, you do.

15 Okay. So if you don't want to
16 admit it, you do. And we have evaluated all
17 of those. Those DG fares are your choice to
18 be in that business. You didn't win the
19 award, but you still want the business. So
20 the real question is, some markets you guys
21 want to be in it together anyway; other
22 markets you want the exclusivity. So our job

1 is to make sure that we yield that
2 effectively, so you participate, and that we
3 get the right value.

4 I think we spend too much money on
5 our City Pair Program. Do you want me to go
6 on the record? I think we spend too much for
7 airplane tickets. I do, with or without
8 spoilage adjustments. And I think you know
9 you have corporate clients that buy certain
10 airplane seats better than we do.

11 Oh, it's 70 percent discount,
12 then, come on. I'm walking up there. If you
13 want me to pull up Expedia right now and book
14 something with no restrictions, with tomorrow,
15 48 hours departure, you are going to find air
16 fares across the market space.

17 So it is not in every market, and
18 we have got some great, great, great
19 competitive markets from you guys that can
20 never be displaced. I won't tell you which
21 markets because some of those carriers in
22 there, you know you have them. Those are

1 great, great product markets that you guys
2 give us.

3 But I think we can buy smarter,
4 and I think you guys want us to buy smarter.
5 Don't you want us to buy your seats smarter?

6 MR. CLIFFORD: Absolutely.

7 MR. BURKE: You want us buying
8 them in advance and holding them. Or you want
9 us paying a penalty if you couldn't resell
10 them. That's what you've got to want. We
11 want to train this marketplace to be able to
12 do that and get the best value as the biggest
13 buyer of those seats. Fair?

14 So you've got our promises.
15 They're on the table. I think when I came in
16 -- Johnny-Come-Lately, I apologize -- I think
17 I addressed what I thought I heard were
18 concerns and obstacles about this spoilage for
19 the 2013 contract. Did I miss anything?

20 (No response.)

21 Okay. Then, you've got the
22 commitment. Our month of February,

1 Valentine's Day month, right, we've got an
2 extra day, so that's what we needed it for.
3 It's a Leap Year, that was my point.

4 I thank you guys for staying on
5 top of it. I know you have been hounded about
6 it for a few years. I think we finally have
7 the data, and, most importantly -- and I want
8 to share this with DoD -- until they created
9 the Defense Travel Management Office, we
10 couldn't have had this dialogue. The 60
11 percent shareholder of our seats did not have
12 an organized travel management office.

13 We love AMC. They do a great job.

14 We've got CRAF, it works. But we didn't have
15 this dialogue. They were all -- 450 different
16 travel agency contracts, and no one to talk to
17 about it. So now we have that. So you guys
18 have done your job in a big way that makes it
19 easier for us, and I know you already know
20 that and Pam knows that.

21 So we're really grateful for DoD.

22 The other customers are a lot more organized,

1 but they're a lot smaller. Fair enough?

2 MR. CLIFFORD: Thanks for coming.

3 MR. BURKE: Okay. I appreciate
4 it, you guys. Sorry it seems frustrating.
5 I'm sorry if we've given misdirection in
6 different meetings. Our intention is what I
7 said it was. Okay? Fair enough. All right.
8 See you guys.

9 MR. BRISTOW: Do we have anything
10 else to discuss?

11 (Laughter.)

12 Yes, actually we do. Unused
13 tickets. We want to make sure that we are
14 addressing that as well. Agencies must
15 proactively pursue unused tickets to retain
16 the full value of the unused ticket and reuse
17 the fund in the same fiscal year. What that
18 means is that you have to put in place some
19 unused tickets or refunds reports, or to
20 understand that somebody issued that ticket
21 and that you need to refund.

22 You have one year to get that

1 refund back into your coffers. Otherwise, it
2 comes in some ways through GSA, through our
3 Audits Department, and then that money is
4 disbursed through the general fund. So you
5 only have that one year to make sure that you
6 are getting the funds back into your account.

7 So, and this is part of the
8 Federal Travel Regulations as well, to ensure
9 that you have a refund capability in place, so
10 that you are addressing this issue and get
11 these unused tickets back into your coffers.
12 Okay? That will help you reduce your travel
13 expenditures at the same time and not have
14 them lingering out there.

15 Under the City Pair contract, we
16 have 10 years to get that refund, but you only
17 have the one year to get that refund back into
18 your agency's coffers. Okay? So just
19 understand that.

20 Airlines cannot do something for
21 us that we are supposed to be doing on our own
22 in this function. There has been some

1 requests -- we do have some carriers that do
2 an auto refund back to the government. Other
3 carriers do not have the same systems in place
4 to be able to do that, and we cannot impose
5 that upon them under a contract. So that's my
6 say on this.

7 Any other thoughts on this,
8 questions, or discussions from our customer
9 agencies?

10 MR. CLIFFORD: You are not
11 segueing into the airlines getting into the
12 automatic refund type of --

13 MR. BRISTOW: I wasn't segueing
14 in, because I just said it. Some have the
15 capability of doing it; others don't.

16 Good. That's the last of the
17 issues that we had. Is there any other issues
18 that are hanging out here that I don't know
19 about, since coming back over to the City Pair
20 Program? I was gone for a while, but now
21 back, so I would be glad to address those and
22 continue our dialogue, not only with our

1 customer agencies but also with our suppliers
2 as well.

3 So I believe we got commitment on
4 the other issues, and we will work through
5 those as time permits here. Okay? Anything
6 else?

7 MR. HAAG: To Tim -- sorry, Jeff
8 Haag with Southwest. To Tim's point that he
9 -- I think you were on the call a couple of
10 weeks ago relative to testing a new model
11 during FY13. From a Southwest perspective, we
12 would recommend and encourage that those
13 conversations continue and we work towards
14 that test.

15 MR. BRISTOW: Yes, let me talk --
16 let me talk about real quick what we -- what
17 that conversation was about, and part of that
18 is to introduce to our carriers -- we are
19 going through a process, and it could be a
20 benchmark process or a redesign of the City
21 Pair Program, if you will, with regards to how
22 we are doing business today, what can we do

1 better, how can we purchase our City Pairs
2 better, of how do we need to do?

3 And the outcome of that may be we
4 don't have to change anything. But that is
5 going to be dependent upon the discussions
6 that the people who are doing the study for us
7 are going to have with the carriers. We are
8 not going to influence that.

9 Each one of you are going to have
10 the opportunity to have dialogue with the
11 company that is going to do our redesign study
12 for us. This is -- in no way impacts this
13 year's City Pair Program, just to be clear.
14 Okay?

15 MR. HAAG: And what is the
16 timeline on that?

17 MR. BRISTOW: That timeline is --
18 I believe it is coming in for production next
19 week, and probably four weeks from now they
20 will be -- well, they will be scheduling the
21 time with you. I'm going to be providing them
22 with your points of contact, and then you guys

1 can coordinate your timing schedules with your
2 people at your carriers as to how you want to
3 have these discussions. Okay? Is that okay?

4 MR. HAAG: Yes, perfect.

5 MR. BRISTOW: Tom?

6 MR. BILLONE: I have just -- since
7 we have DoD here, I have a question that came
8 up, and it is not necessarily with the City
9 Pair Program, but it has to do with military
10 members not having passports and the inability
11 to scan orders through the check-in kiosks.

12 We have had several instances
13 where people were expelled from countries that
14 were military members, and some countries
15 don't require passports, but some countries
16 do. So we have had issues there.

17 We are also -- we are looking at
18 ways to do automatic check-in using orders, a
19 barcode scan on the orders, and we were told
20 by the DoD that that cannot be done because of
21 certain information that is on there.

22 So anybody who is out there who is

1 running into these issues, please understand
2 it is not an airline issue, but it could be a
3 country issue. Or it's a DoD issue, not
4 allowing us to do some of the check-in.

5 But, again, some of the people --
6 I just got this e-mail this morning, so I kind
7 of -- I didn't really get a chance to peruse
8 it, but it had to do with people leaving -- I
9 think it was China they were being thrown out
10 of, and they didn't have passports.

11 So this caused a problem, and it
12 -- you know, a lot of the countries you don't
13 need -- if you're military, you don't need a
14 passport. But apparently some you do, so I
15 don't know how you guys handle that.

16 That's all.

17 MR. BRISTOW: Yes. I think they
18 usually take the recommendation from the
19 Department of State, is that correct, on the
20 passport and visa requirements?

21 MR. MURA: On the passport
22 requirement, a lot of times the DD form -- the

1 ID card that they carry --

2 MR. BRISTOW: Is sufficient.

3 MR. MURA: -- with orders.

4 MR. BRISTOW: It depends on what
5 country.

6 MR. MURA: Or NATO orders, yes.

7 MR. BRISTOW: Yes. And I think
8 since 9/11 we have seen some changes as well.

9 So it would probably be prudent to make sure
10 we are monitoring that and make sure those
11 sites are either up to date or that our people
12 know what is going on.

13 Thanks, Tom. And if they come
14 through on specific countries, rather than
15 going through all 350, that would be great.
16 So --

17 MR. BILLONE: I will let you know.
18 I mean, when I get back I'll reread it and
19 get more information on it. It seems to be an
20 issue that came up.

21 MR. BRISTOW: Okay. Once again,
22 here we are, another year. I think this is

1 year 32, isn't it, City Pair? Thirty-two
2 years of the City Pair Program? So 33 -- this
3 will be 33. With a Leap Year thrown in, okay.

4 Well, thank you very much for your
5 attendance today. Thank you on the phone. Is
6 there any other questions on the phone before
7 I go or before we adjourn here?

8 PHONE PARTICIPANT: No, thanks.

9 MR. BRISTOW: Thank you so much.
10 Have a good year.

11 (Whereupon, at 1:31 p.m., the proceedings in
12 the foregoing matter were
13 adjourned.)

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Before: GSA

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