

Exhibit 3

From: [Richard Anderson]
Sent: Wednesday, May 28, 2008 10:37 AM
To: Gorman, Steve E; Presley, Barbara; Hauenstein, Glen W; Bastian, Ed; Campbell, Mike
Subject: RE:

I agree and believe it is part of the basic bargain. A brief case or purse, roller bag carry on and check your 50LB bag. That is in the price of the ticket. The level cust dissatisfaction is too high and the operating model is too difficult. Customers have accepted the second bag fee as have our employees. Our sat scores are all moving in the right direction and we want to keep the momentum. ra

From: Gorman, Steve E
Sent: Tuesday, May 27, 2008 10:34 PM
To: Presley, Barbara; Hauenstein, Glen W; R. Anderson; Bastian, Ed; Campbell, Mike
Subject: RE:

I do not recommend that we initiate a first bag fee now and I think we should not reconsider it until after the summer peak. My reasons are as follows:

- the anticipated very large increase in quantity and size of carry-ons will drive gate checks way up which will negatively impact on-time significantly
 - we will cause an ugly customer situation if we charge for gate checks in order to not lose this revenue
 - with the stress of the summer peak adding this factor would make the summer beyond challenging especially in the hubs
 - I anticipate customers will be very dissatisfied with a first bag fee and I would expect CO to be the slowest "follower"
- customer dissatisfaction will be even higher because they already cannot carry above 3 fluid ounces and other items on their carry-ons and now get dinged first bag fees

I think there are less painful items to charge customers for that have a much higher perceived value than their "right" to check one bag. Items like charging for all beverages except water in domestic coach, choice seats, etc.
SG

From: Presley, Barbara
Sent: Tuesday, May 27, 2008 5:57 PM
To: Hauenstein, Glen W; Gorman, Steve E
Subject:

See attached. Your views?

RA

*Barbara Presley
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6/15/2008

EXHIBIT
1 - BASTIAN
10-27-09 PZ

DL-CAM-000011148

DLBF-00035296