



**Civil Reserve Air Fleet (CRAF)  
Executive Working Group (EWG)  
Minutes**

United States Transportation Command (USTRANSCOM) hosted a CRAF EWG on 6 June 2023, in the Force Flow Conference Center at Scott Air Force Base, Illinois. Lieutenant General (LTG) John P. Sullivan, Deputy Commander USTRANSCOM (TCDC), and Lieutenant General (Lt Gen) Randall Reed, Deputy Commander, Air Mobility Command (AMC) served as co-chairs. Eighty-one participants attended, including senior principals and representatives of USTRANSCOM, AMC, Office of the Deputy Assistant Secretary of Defense for Logistics, Federal Aviation Administration (DOT/FAA), National Security Administration (NSA), General Services Administration (GSA), and U.S. commercial air carriers subscribed to the CRAF Program. A list of the principal representatives is included at the end of this document.

**MEETING SUMMARY.**

**1. Mr. David Atkinson, CRAF Program Manager.** Mr. Atkinson opened the EWG with administrative remarks, to include explaining the agenda is divided into four blocks with one classified session and three unclassified sessions. The first block included Intel, Cyber, NSA, Operations, AMC Threat Working Group, Political Advisor, and USTRANSCOM Surgeon General presentations. The remaining three blocks covered commercial industry updates, AMC initiatives and operations, Transportation Policy, Legislative Affairs, and Contracting and Forecasting.

**2. LTG Sullivan & Lt Gen Reed Opening Remarks.**

- a. LTG Sullivan welcomed everyone to the event and thanked everyone for attending the in-person executive working group. He stressed how important it is to come together as a group to solve problems for the security of the United States of America. He highlighted a portion of the operations that the commercial industry is moving on the Government's behalf with an operations overview slide. He further reinforced the importance of carrier participation in the CRAF program and stated USTRANSCOM and the Government rely on their capability to be an effective logistics enterprise.
- b. Lt Gen Reed echoed LTG Sullivan's appreciation to the carriers. He stated he was looking forward to hearing the presentations and discussions to further enhance the capabilities of the enterprise and would book-end the EWG with some of his insights.



**3. Block One - Operations, Intelligence & Cyber-Security Review.** Mr. Gary Bender opened the event with a global intelligence update, which focused on areas critical to both commercial and Government logistical capabilities. Mr. Bryan Hunt provided an update on current foreign policy and other policy initiatives offered on Capitol Hill. Brigadier General Hayworth provided an update on Cyber risks to air logistics. Ms. Atiya Yearwood covered NSA's capabilities and desires for NSA partnership with companies to combat Cyber warfare. Major General Lenderman provided an operations update to include a deep-dive of the capabilities commercial industry provides to aid Ukraine. Ms. Cheryl Lenke (AMC) provided an update on AMC's process for mission assurance and threat determination. Ms. Tonya Ehlert (TCSG) opened a discussion on patient movement and provided an initial assessment of potential industry requirements.

- a. **Intelligence Update. Classified session.**
- b. **Foreign Policy Update. Classified Session.**
- c. **Cyber Update. Classified Session.**
- d. **NSA Cyber Services. Classified Session.**
- e. **USTRANSCOM Operations Update. Classified Session.**
- f. **Mobility Risk Assessment Process. Classified Session.**
- g. **Aeromedical Update. Classified Session.**

**4. Lunch and Joint Transportation Management System (JTMS) Brief.** LTG Sullivan opened by talking about the senior-level coordination that was occurring at the Pentagon with the Under Secretary of the Air Force (USECAF) and Assistant Secretary of Defense (Acquisition) (ASD(A)). Mr. Albers then gave an update to the CRAF community on the status of the JTMS program. First, he highlighted the changed focus on auditability by the USTRANSCOM Commander. Then, he reviewed challenges with the current state by highlighting the number of systems in use today. He briefly highlighted progress with the "as-is" modeling and the team has already identified approximately 200 systems or subsystems in use and many of these systems either do not interface or provide the end-to-end view of movement requirements. He quickly covered the scope of JTMS and the fact that it crosses the four lines of business (CONUS Freight, Strategic Sealift, Strategic Airlift, and OCONUS Freight). Mr. Albers then briefly discussed the ongoing efforts that postures JTMS to be implemented including the "as-is" modeling, business process reengineering, and the implementation contract, which includes a material solution. Mr. Albers then talked briefly about what JTMS will provide to the warfighter, including things like eliminated manual processes, integrated end-to-end sustainment, and improved In-Transit Visibility (ITV), to name a few. Finally, Mr. Albers hit the JTMS implementation schedule at a high level, including the JTMS contract pre-award activities and then the notional delivery schedule.

**5. Block Two - Aviation Industry Update and Review.**

- a. **FedEx Team Brief** – Mr. David Lange, Managing Director for FedEx Charters and Team Lead for the FedEx CRAF Team – Mr. Lange thanked the team for the opportunity to discuss the CRAF program and industry from the FedEx Team's perspective. Mr. Lange provided an overview of the carriers that make up the FedEx team and provided context on how their businesses fit together to make a strong team. He discussed the Team's perspective on what makes for a "robust" CRAF program to include incentives, minimal risks, and enhanced readiness for both the



Department of Defense (DOD) and Civil platforms. Mr. Lange also highlighted the value of the teaming arrangements and how it incentivizes non-operating carriers to increase participation, provides flexibility, and reduce administrative costs to USTRANSCOM and the air carriers. He also discussed risks to the CRAF program and airfreight business, such as global instability, shrinking cargo demand potentially reducing fleet sizes, which would potentially limit capacity to USTRANSCOM, contract changes and negotiations, and lastly, the false assumption that all CRAF carriers can operate in all regions of the world. He suggested USTRANSCOM rethink that assumption and ensure it has an accurate reflection of the actual capabilities of carriers and asked for information from the recent CRAF Business Case Analysis (BCA) USTRANSCOM commissioned.

- b. **Patriot Team Brief** – Ms. Patricia Frank, Vice President Government Programs, ATSG and Omni Air International and Patriot Team Lead – Ms. Frank thanked the team for the opportunity to present and provided an overview of the Patriot team, how they support the CRAF program, and their business interests. She discussed the incentives to participate in the program are good, such as GSA City Pairs and Small Package business, and highlighted how teaming arrangements further incentivize participation through the selling of Mobilization Value Points (MVP). Ms. Frank echoed many of the same concerns from the FedEx Team brief to include concerns for civil unrest, shrinking cargo demand, contract uncertainty, and added communication challenges between USTRANSCOM and Carriers, and identified the opportunity to better pair carrier capabilities to contract requirements, which could help reduce costs (ferry costs) and potentially lower bidding prices. Ms. Frank also noted the contract has enacted very few updates since the original contract was accepted and suggested we provide more opportunities for contract updates in the future. The Patriot Team was also very interested in USTRANSCOM’s CRAF BCA results. Lastly, Ms. Frank noted the team favors a uniform rate but still believes improvements need to be made to the rate structure.
- c. **FAR Part 135 Carrier Outlook** – Mr. Stanley Finch, President Berry Aviation – Mr. Finch presented virtually due to extenuating circumstances. He started by thanking everyone for the opportunity to present to the group and provide a perspective from the Part 135 carriers. Mr. Finch stated the industry is healthy to include helicopter and offshore operations but noted Part 135 carriers are more complicated and less stable; specifically, DOD requires these missions but the missions are not typically aligned with a standard 135 carrier’s business. This means all aspects of the operations are more difficult, but specifically supply chain support and dedicated aircraft. This is a custom DOD need that is built only for DoD. No other commercial businesses exist to pair with this unique support to DOD. Labor issues are difficult and 135 carriers face serious issues to ensure pilots and maintenance personnel. Part 121 carriers wages have increased significantly and cause additional challenges for 135 carriers to retain the labor pools they currently employ. Training requirements typically are internal as no “off the shelf” training solutions exist. Part 135 mechanics are less specialized but with lower pay. Finally, contracts in Africa changed from USTRANSCOM to FEDSIM, causing confusion about advocacy for CARB certification under GSA contract instruments.



**Block Three - Operations and Execution Update.** Block three included two AMC briefings. AMC covered communication resources and equipment updates, Exercise MOBILITY GUARDIAN, and the the Primary, Alternate, Contingency, Emergency (PACE) requirements. The 618 AOC then provided and operations briefing.

- d. **AMC Ops / Exercise Mobility Guardian / Other Updates.** Mr. Ralph Muli (AMC Chief, Commercial Airlift Division) Mr. Muli opened by outlining communication challenges between the commercial industry and military during contingency requirements and in contested environments. He updated the group on the new communication tools and equipment being ordered and delivered to the carriers, such as the SIPR tablets, secure fax, vIPer Phones, and the MatterMost app. Mr. Muli provided an update to planning and execution of Exercise Mobility Guardian 2023. Specifically, he outlined the role commercial carriers would play in exercising interoperability between the Government and aircarriers.
- e. **NDTA Military Aviation Advisory Committee (MAAC) Indo-Pacific Committee Update.** Mr. Steve Stater (NDTA MAAC Committee Lead) provided an update on the initiatives the Committee is exploring. He noted a Committee meeting was scheduled for the following day. The update included commercial use facilities with FedEx and AMC/A4, commercial planning constraints developed by Atlas Airlines, and discussed the process for commercial representatives in the Air Operations Center during planning functions. The contract restricts commercial representatives to the planning phase but does not state any function for operations. The contract will need to be updated to make this process more clear. The waiver processes have been worked with the FAA to ensure increased efficiencies.
- f. **Operations, Execution, and Scheduling Update.** Col Corey Simmons (Commander 618 Air Operations Center (AOC)) began by thanking the team for all their support and reiterated how important the CRAF partnership is to Rapid Global Mobility. He used some examples to highlight their importance and communicated future challenges the entire group would continue to face. He reinforced ChatOps being the primary means of communication, and Mattermost is approved to transmit data up to Controlled Unclassified Information (CUI). He finished by stating he is committed to improvement and will always be available to listen to carriers's issues and work within his authority to assist.

**6. Block Four - Programs, Policy, and Contracts Review.** Block four included briefings covering defense transportation policy, contracting, new legislation, and airlift forecasting.

- a. **Defense Transportation Regulation Updates.** Mr. Brian Campbell (Branch Chief, TCJ-5/4) opened with an overview of the Aviation Safety Action Program (ASAP) to include some recurring issues his Branch sees from the carriers, such as manifest errors, baggage weights, unauthorized items onboard, and hazardous materials in personal baggage. He also addressed an issue the Carriers reported of transporting weapons in the aircraft cabin. Carriers noted a security issue with potential ammunition being paired with carry-on weapons and damage to the underside of "smart seats" Caused by onboard weapons. Mr. Campbell finished with the new



NDAA language, which authorizes reimbursement of pet expenses for Servicemembers during permanent change of station moves. This reimbursement is Service specific and the Services are working on the implementation of the new policy.

b. **Contracting Update.** Mr. Ken Brennan, Director, Acquisitions.

1) **Business Case Analysis (BCA)** – Mr. Brennan noted carriers participated with BCA-related surveys and interviews at a 100% rate. Mr. Brennan stated he was very appreciative of all the input and the viewpoint from industry was key to the success of the BCA. Guidehouse (the BCA contractor) delivered the final assessment last week, and the Government is still in the process of reviewing the data. Mr. Brennan highlighted several key takeaways from Guidehouse’s report:

- a) CRAF is effective and will continue to achieve mission success in the near term.
- b) Increasing commercial demand and risk of activation will challenge CRAF’s intermediate and long-term resiliency.
- c) Current pricing and commitment represent less immediate risk.
  - Airline demand expected to outpace capacity.
  - Uniform rate method may not continue to support subscription long-term.
  - Guidehouse recommends preparation of alternatives, aligning with the commercial market.
- d) Aircraft, crew, maintenance, and insurance (ACMI) is not a recommended option as risk outweighs potential opportunities.
- e) Guidehouse recommends blind survey in conjunction with annual EWGs.

2) **Other Contracting Business** – CRAF contract recompetes will occur in 2024, as the current contract expires 30 September 2024. The expectation is for follow up Request For Proposal (RFP) in early 2024 (FEB/MAR). Mr. Brennan thanked the carriers for their support and remarked they have awarded \$700M in airlift support going into Poland and EU COM partners. He also mentioned the resart of host/carrier meetings for Patriot Express (PE) routes and stated “Range Rides” (Contract officers flying on missions for quality assurance purposes) will commence again soon. Lastly, he provided notice that the Worldwide Airlift Services Program (WASP) contract will sunset due to significant underuse by Geographic Combatant Commands.

c. **Legislative Affairs.** Mr. Roderick Jablonski, Chief Legislative Affairs Specialist – Mr. Jablonski provided a current update to the legislative environment. He presented an update of the House and Senate’s priorities for the week, as well as an update on the defense bills and bill that may be of interest to the group. He discussed the Fiscal Responsibility Act, which suspends the statutory debt limit until the start of 2025, allowing Federal borrowing to resume. This week the



House plans on taking action on four bills, while the Senate will resume their work on clearing nominations beginning with the Energy, Judicial, and Small Business Administration nominations. DOD civilian and military nominations have been slowed down with over 200 Flag and General Officers awaiting confirmation, due to Senator Tommy Tuberville's hold on the nominations. Mr. Jablonski summarized, the HASC will conduct subcommittee markup next week, 13-14 June 2023, and full committee markup on 21 June 2023; possibly bringing the NDAA to the House floor for a vote after the 4th of July recess. The SASC is scheduling their NDAA markup in a couple of weeks; around 20-21 June 2023. The House and Senate Appropriations Committees plan to do markup on their appropriation bills later this month and next month.

**(1) Bills introduced:**

- a. Rep Hillary Scholten: House Resolution Expressing support for the designation of May 24 as "National Aviation Maintenance Technician Day" or "National AMT Day" to commemorate the work of aviation maintenance professionals.
- b. Sen Lindsey Graham: Let Experienced Pilots Fly Act, S893.
  - A pilot may serve in multi-crew covered operations until 67 years of age.
  - Rep Marcus Molinaro: Global Aircraft Maintenance Safety Improvement Act, HR1716, S.1256.
    - Requires minimum certification standards for mechanics and technicians, security checks of workers and facilities, annual unannounced FAA inspections, and drug and alcohol tests.
    - Sen Shelley Capito introduced an identical bill but included language to ensure that aircraft maintenance workers around the world are as qualified as their American technicians. Specifically, foreign technicians are required to undergo background checks and drug and alcohol testing.
- c. Rep Stephen Lynch: Aircraft Ownership Transparency Act of 2023, HR2563.
  - FAA to identify each beneficial owner of the covered entity and, in the case of a covered entity that is owned or controlled by more than one entity, identify how each entity relates to every other entity.
- d. **Airlift Forecast.** Mr. Tim Biedenstein (Senior Mobility Analyst, TCAC, USTRANSCOM Joint Distribution Process Analysis Center) provided a forecasting update based on historical data. Forecasting shows passenger movement is stable and a reminder that approximately 17,000 tons of household goods will be removed from the airlift system due to the new executed Global Household Goods contract. Analysis slides are provided in the distribution of these meeting minutes.

**7. Open Mic.** No comments during this time.

**8. Closing Remarks.** Lt Gen Reed thanked everyone for their participation and discussion. He recounted the EWG's highlights and shared his view that it is both good and bad news that the meeting included no surprises. He stated he advocates for the CRAF program and ensures new General Officers are made aware of the importance of CRAF carriers during their Capstone event,



which includes a visit to USTRANSCOM. LTG Sullivan echoed Lt Gen Reed's comments, added his thanks to the team, and encouraged carriers to avail themselves to the NSA's Cyber Security services.

## 9. Due Outs.

- a. Update country status codes associated with access in Enterprise Readiness Infrastructure Master Plan (ERIMP). (OPR: J2)
- b. Send NSA contact to each company. (OPR: AMC/A3B, J5/4)
- c. Explore potential for carrier-requested operational efficiency summit. (OPR: AMC/A3B and 618 AOC)
- d. Aviation Safety Advisory Program (ASAP) reports indicate lack of Joint Transportation Regulation (JTR) knowledge and enforcement across Services. (OPR: J5/4P, JS J4)
- e. Develop and execute post-executive engagement blind surveys to carriers (OPR: J5IA)
- f. Explore the sunset of WASP-135 IDIQ impacts on CARB compliance for carriers, other GSA airlift contracts, and state designation. (OPR: AMC/A3B, TCJA)

**10. Further Information.** You may contact Mr. David Atkinson, Airlift Programs Manager, USTRANSCOM TCJ5-I at telephone (618) 220-1955, (618) 817-1955 or email [david.a.atkinson14.civ@mail.mil](mailto:david.a.atkinson14.civ@mail.mil).



**CRAF Executive Working Group Principal Representatives**

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SES Ken Brennan	TCAQ
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SES Gary Bender	TCJ2
Maj Gen Laura Lenderman	TCJ3
Brig Gen Michelle Hayworth	TCJ6
SES Jacqueline Benningfield	TCJ8
MG Susan Henderson	TCCS
Mr. Roderick Jablonski	TCCC-LA
Col Derrick Willsey	TCSG
COL Andras Marton	TCJA
Dr. Mark Cyr	TCJ5/J4
Mr. Bruce Bussler	TCAC
Mr. Bryan Hunt	POLAD

**AMC**

Lt Gen Randall Reed	AMC/DCOM
MG Darren Cole	AMC/A3
MG David Sanford	AMC/A4
Col Corey Simmons	618 AOC

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**Interagency**

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Mr. Carlos Sanchez	DOT
Mr. Gary Cooper	FAA

**Industry**

VADM (Ret) Andy Brown	NDTA
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**CRAF Carriers**

Mr. Michael Holt	Air Transport Int'l
Mr. Edward Koharik	Air Trans Svs Grp
Mr. Jessica Tyler	American Airlines
Mr. Vicken Karjian	Amerijet Int'l
Mr. James Forbes	Atlas/Polar Air
Mr. Stanley Finch	Berry Aviation
Mr. James Russell	CHI Aviation
Mr. Christian Boatsman	Columbia
	Helicopters
Mr. Christian Terry	Delta Air Lines
Mr. Robert Ragar	Everts Air Cargo
Mr. Dave Lange	FedEx
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Mr. Bill West, Jr.	FedEx
Mr. Robert Johnson	Hawaiian Airlines
Mr. Mike Patton	Hillsboro Aviation
Mr. Monica Adorno	JetBlue Airways
Mr. Lynn Stauffer	Kalitta Air
Mr. Scott Hicks	Lynden Air Cargo
Mr. Ken Lundgren	National Airlines
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