



CRAF Executive Working Group

2-3 April 2019

Minutes

1. Executive Summary. United States Transportation Command (USTRANSCOM) hosted a Civil Reserve Air Fleet (CRAF) Executive Working Group (EWG) at the Regency Conference Center, O'Fallon, IL and the General Duane Cassidy Conference Center (DCCC), Scott AFB, IL on 2-3 April 2019. LtGen John Broadmeadow, Deputy Commander USTRANSCOM (TCDC) and Lt Gen Jon "Ty" Thomas, Deputy Commander Air Mobility Command (AMC/CD) served as co-Chairs. 66 participants included senior principals and representatives of USTRANSCOM, AMC, Office of the Deputy Assistant Secretary of Defense for Logistics, Joint Staff J4, Department of Transportation (DOT), the National Defense Transportation Association (NDTA) and 19 of the 25 U.S. air carriers subscribed to the CRAF Program. The CRAF EWG provides a forum for recurring engagement between government stakeholders and U.S. commercial air carriers to focus on strategic airlift issues and sustain the CRAF relationships so vital to our nation's ability to project and sustain a decisive force anywhere in the world. The April 2019 EWG followed a discussion-based format and for the first time included a classified session. Focus areas included: commercial augmentation and forecasting; mission assurance and cyber resiliency; and a classified look at DoD strategic guidance, effects of contested environments, deliberate planning implications and patient movement. The engaging dialogue highlighted the importance of integrating the USTRANSCOM "4th Component" into future strategic and operational planning activities.

2. EWG Session One, 1:00 - 5:00 PM, 2 April 2019, Regency Conference Center.

a. **Opening Remarks.** LtGen Broadmeadow and Lt Gen Thomas opened the 2019 EWG welcoming all attendees and introducing new staff principals SES Ken Brennan, Director of Acquisition (TCAQ) and SES Terri Dilly, Director of Program Analysis & Financial Management (TCJ8). A warm welcome was also extended to SES Rich Chavez, Director of Intelligence, Security and Emergency Response, DOT; RADM John Polowczyk, Vice Director of Logistics, Joint Staff J4; and VADM (Ret) Andy Brown, NDTA President.

b. **Commercial Augmentation and Forecasting.** The command's commercial augmentation (day-to-day flying) under the CRAF contract includes a Fixed Award at the beginning of a Fiscal Year followed by Expansion Buys throughout the year to account for emerging requirements. For the last few years the fixed buy has accounted for about 30% of the total spend. With a focus on better business practices, USTRANSCOM increased the FY19 fixed buy to nearly 70% of the total spend... increasing the fixed award was intended to provide more stability and predictability as requested by the carriers. We have learned some valuable lessons during the 1QFY19 which have been applied to the FY20 award. Lt Col Phil Shea, Joint Distribution Process Analysis Center (TCAC) reviewed the command's revised forecasting methodology contained in USTRANSCOM Instruction 90-21 *Transportation Workload Forecasting*.

- (1) An increased fixed buy allows carriers to optimize crews and aircraft.
- (2) Carriers appreciate rigor put into forecasting methodology; need to improve lead time of notional scheduling and determine the right metric. For instance, is 21 days the right metric?
- (3) **Action Item:** Incorporate industry into forecasting process (OPR: TCAC).

c. **Global Command and Control Mission Assurance.** In his 2018 Holiday Message to the command, GEN Lyons highlighted his priorities going into 2019 "Warfighting readiness will remain our #1 priority." Among the other four command priorities is advancing cyber domain capabilities. Key to



achieving these is Global Command and Control Mission Assurance. Lt Col Mike Shirley, Chief of the J3 Mission Assurance Division and Mr. Jerry Cronin, Chief Information Security Officer, TCJ6 provided an overview of the command's focus and efforts.

(1) USTRANSCOM is focused on the DoD Network Information Network (DODIN) first and trust industry to capably operate their networks under attack. However, there needs to be an understanding of the interconnections across the cyber enterprise.

(2) There are serious concerns about the security of the significant data transfer between USTRANSCOM and commercial partners.

(3) RADM Polowczyk highlighted recent CJCS direction to Joint Staff J6 and J4 to pursue providing DODIN-level cyber protection to commercial industry.

d. **Commercial Cyber Resilience (United Airlines, UPS).** Ms. Emily Heath, Chief Information Security Officer for United Airlines and Mr. Greg Hawkins, Director of Air Cargo and Charters for UPS shared their industry perspective on commercial cyber resilience and their business practices.

(1) Private and public cyber needs to come together but there are significant barriers.

(2) United's approach to cyber security includes three core areas: Network Infrastructure (the basics) – visibility is the core challenge; Critical system that runs the airline – ACOS, cargo systems...potentially subject to data manipulation; Aviation ecosystem – aircraft, airports, and 3rd parties that do business with us...outside of our control.

(3) Underlying network infrastructure and data is key; 3rd party is area of concern.

(4) Vision – commercial/government fusion centers to share aviation cyber intelligence.

(5) Need strong partnership and more table top exercises with DoD.

e. **Defense Travel Regulation (DTR) Compliance – Safety/Security.** Since 2015 when the command introduced a process for carriers to report discrepancies, we have seen a significant increase in reported safety and security issues particularly in passenger missions. In the two-year period from March 2017 to March 2019 TCAQ accounts for 239 reported passenger discrepancies of the 2,968 missions conducted in that period (8% of total pax missions). While 8% may not seem like a large amount, the significance is really in the rate of increase of reported incidents which has increased nearly 300% over the 60 passenger incidents reported in 2016.

(1) Characteristics of these incidents include: 33% of pax discrepancies are related to inaccurate manifests; 53% account for weight/balance issues, prohibited items and hazardous cargo... lithium batteries discovered in passenger baggage is among the most notable issues.

(2) **Action Item:** TCDC directed TCJ3 to assume lead for this issue and develop concrete solutions for presentation during next EWG (OPR: TCJ3).

f. **Future Deployment and Distribution Assessment VII.** In keeping with the commander's priority to "Evolve for Tomorrow" we are charged with looking to the future to determine what capabilities we require to remain an effective Joint Deployment and Distribution Enterprise (JDDE). SES Bruce Busler, Director of the Analysis Directorate, provided an overview of the command's perennial research and analysis efforts, the Future Deployment and Distribution Assessment.

(1) The JDDE must evolve to meet future challenges in a contested environment.

(2) We must identify our mobility vulnerabilities based on a realistic, threat-based assessment of the future environment, and devise and implement mitigations including tech-enabled solutions.



(3) Phase I finding – protection requirements in the contested future will be significant to the point of operational mission-constraint given the fact that commercial lift capability can only function in permissive environments.

(4) Phase I finding – increasing risk based on contested environment, contract requirements/restrictions and regulatory guidance may hurt CRAF participation; “attrition is not in our business model.”

g. Operational Impact of CRAF Activation. During the August 2018 CRAF Table Top Exercise, LtGen Broadmeadow highlighted the challenge of sufficiently articulating to senior officials the risk and impacts associated with CRAF activation and requested the carriers provide their assessment of a CRAF Stage II activation. This EWG topic provided carriers an opportunity to discuss their perspectives of CRAF activation and the potential impacts.

(1) Industry consolidation has reduced the capacity of the charter segment, causing the large carriers to be involved sooner and at a higher level in an activation scenario.

(2) Need a cohesive utilization plan for transition from volunteerism to activation.

(3) Need more “buffer aircraft” to avoid activation... Firehouse model... associated costs.

(4) Timing and duration are key factors; potential impacts include: lost revenue/business; closing US regional air hubs; route disruptions and cancellation of daily flight segments; and re-routing aircraft and crews.

h. Session One Closing. LtGen Broadmeadow and Lt Gen Thomas provided closing comments and expressed enthusiasm and anticipation for the engaging discussion expected in the classified session.

3. EWG Session Two, 8:30 AM - 12:30 PM, 3 April 2019, General Duane Cassidy Conference Center. Day two was conducted at the Secret level of classification.

a. Strategic Guidance and Joint Operations. Mr. Lance Carpenter, Strategy & Governance Division (TCJ5-S), presented an overview of DoD strategic guidance, specifically the National Defense Strategy (NDS) and National Military Strategy (NMS), and the Capstone Concept for Joint Operations (CCJO). This presentation and ensuing discussion focused on changes to the strategic landscape (challenge sets, operating environment, and implications), how USTRANSCOM must evolve to meet strategic intent, and the operational approach to how we will execute a future high-end global conflict.

(1) Operating in competition vs conflict and how USTRANSCOM can understand the larger economic implications of commercial partners doing business with both the US and competitors.

(2) **Action Item:** TCDC stated, “We need to seriously consider having an economist on the USTRANSCOM staff to help us understand 1st, 2nd, and 3rd economic orders of magnitude on mobility due to either government decisions or industry realities.”

(3) SES Chavez, DOT – need to develop a whole of government approach to pre-conflict CRAF decisions (FAA, DOT, DHS, DOD).

(4) Dynamic Force Employment – how do we apply industry?... need adaptable/organized model with carriers that maximizes flexibility but limits predictability.

(5) Is there a model to incentivize holding capacity for surge periods short of an activation? Lt Gen Thomas reflected on the Firehouse model in this context when he stated “We pay for the fire truck capability to ensure it is there when we need it even though we rarely need those fire trucks. Do we need to consider a segment of CRAF capability fitting into this model?”

b. Contested Environment. Mr. Tony Kern, Chief of the Analysis and Production Division (Joint Intelligence Center TCJ2), presented a strategic overview of the contested environment as was used



to support the 2018 Mobility Capabilities and Requirements Study. This look at the global contested environment and associated threats to mobility operations also highlighted GEN Lyons' readiness concern in critical Global Distribution Network capabilities: conveyances, infrastructure, and global C2.

c. **Deliberate Plans Capability Requirements.** CAPT Roger Billings, Chief of Plans Division (TCJ5-G) presented an overview of a specific deliberate operation plan dealing with European challenges and the corresponding USTRANSCOM Support Plan highlighting timing milestones, key mobility decision points, strategic nodes and force projection requirements.

(1) **Action Item:** TCDC directed TCJ5 to integrate carriers into the deliberate planning process. (OPR: TCJ5-G)

d. **Mobility Capabilities and Requirements Study 2018 (MCRS 18).** SES Bruce Busler, Director of the Joint Distribution Process Analysis Center, provided a summary of the MCRS 18. The study assessed the ability of the joint mobility force to accomplish National Defense Strategy wartime missions based on anticipated Fiscal Year 2023 fleet capabilities and capacity. MCRS 18 considered the effects of operating in contested environments and underscored the importance of CRAF for moving bulk cargo and passengers. It also accentuated the need to mitigate contested environment impacts and reduce cyber vulnerabilities across the JDDE.

(1) LtGen Broadmeadow asked carriers to provide feedback on "where we go from here"... need industry assistance identifying risk and how to mitigate... TCDC is willing to bring in other partners (e.g., DOT, FAA, DOS, etc.) to expand dialogue and determine solutions.

e. **Patient Movement/Aeromedical Evacuation.** Col John Andrus, Command Surgeon, addressed the inter- and intra-theater patient movement and aeromedical evacuation opportunities in a European scenario. A number of carriers expressed interest and willingness to support, but requested more specifics about the requirement.

(1) **Action Item:** Identify PM requirements (TCSG) and potential commercial solutions (AMC/A3B).

f. **Readiness Table Top Exercise (TTX) Lessons.** CDR Todd Mathieu of the Concepts and Wargames Division (TCJ5-F) reviewed highlights from the Jan 2019 Readiness Review TTX chaired by GEN Lyons. This TTX examined JDDE readiness to support a globally integrated European contingency. Throughout this discussion, GEN Lyons emphasized his perspective of commercial augmentation as the 4th component and a key force multiplier. Early planning integration is critical to deliver the force; JDDE planners must give consideration for force protection, resiliency, and business-oriented effects to commercial partners.

g. **EWG Wrap-up and Closing.** LtGen Broadmeadow and Lt Gen Thomas led a wrap-up discussion and presented closing remarks.

(1) TCDC: TCCC & AMC/CC want to add a higher level of interaction at the CEO/COO/Senior VP level either in a group or 1-on-1 sessions.

(2) TCDC: Emphasized CRAF EWGs are a partnership, wants more carrier engagement in shaping the agenda and expressed his support for more tactical/operational level engagements (e.g., TTXs) with some at the classified level. (OPR: TCJ5)

< EWG Adjourned >