



UNITED STATES TRANSPORTATION COMMAND

508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

MAY 31 2018

MEMORANDUM FOR CRAF EWG Members

FROM: TCJ5/J4

SUBJECT: Civil Reserve Air Fleet (CRAF) Executive Working Group (EWG) Meeting Minutes

1. United States Transportation Command (USTRANSCOM) and Air Mobility Command (AMC) co-hosted a CRAF EWG at the Regency Conference Center, O'Fallon, IL on 12 April 2018. LtGen John Broadmeadow, Deputy Commander USTRANSCOM (TCDC) and Maj Gen Tom Sharpy, Deputy Commander AMC (AMC/CD) were co-hosts. The CRAF EWG provides a forum for Department of Defense (DOD) regular engagement with 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.

2. The attached Meeting Minutes reflect our changing strategic and operational environments, the shift in National Defense Strategy, and impact to the CRAF Program. This EWG's engaging dialogue highlighted the importance of our 4th Component and the impacts of activation through a very different world view; one characterized by great power competitors, kinetic and non-kinetic attrition considerations, geo access restrictions, cyber mission assurance, and e-commerce demands.

3. Any issues taken for follow-up action will be coordinated appropriately with periodic updates provided to EWG members. My primary points of contact are:

- a. Mr. Scott Hill, Airlift Programs Manager, TCJ5-IA, ph. 618-220-1955, scott.a.hill54.civ@mail.mil.
- b. CDR Shannon Parker, Chief, Airlift Branch, TCJ5-IA, ph. 618-220-1044, jack.s.parker.mil@mail.mil.

A handwritten signature in black ink, appearing to read "Peter J. Clarke", is positioned above the printed name.

PETER J. CLARKE
Rear Admiral, USN
Director, Strategic Plans, Policy, and Logistics

Attachment:

1. CRAF EWG Meeting Minutes, 12 Apr 18



**Civil Reserve Air Fleet (CRAF)
Executive Working Group (EWG)
Meeting Minutes
12 April 2018**

1. Executive Summary. United States Transportation Command (USTRANSCOM) and Air Mobility Command (AMC) co-hosted a CRAF EWG at the Regency Conference Center, O'Fallon, IL on 12 April 2018. LtGen John Broadmeadow, Deputy Commander USTRANSCOM (TCDC) and Maj Gen Tom Sharpy, Deputy Commander AMC (AMC/CD) were co-hosts. Participants included senior principals and representatives of USTRANSCOM, AMC, Office of the Secretary of Defense for Transportation Policy, Department of Transportation (DOT), Federal Aviation Administration (FAA), industry partners, and the National Defense Transportation Association (NDTA). The CRAF EWG semi-annually provides a forum for Department of Defense (DOD) regular engagement with 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 2018 EWG followed a discussion-based format and reflected our changing strategic and operational environments, the shift in National Defense Strategy, and impact to the CRAF Program. This EWG's engaging dialog highlighted the importance of the USTRANSCOM "4th Component" and the impacts of activation through a very different world view; one characterized by great power competitors, kinetic and non-kinetic attrition considerations, geo access restrictions, cyber mission assurance, and evolving e-commerce demands.

2. Opening Remarks. (LtGen Broadmeadow and Maj Gen Sharpy)

a. **LtGen Broadmeadow** (TCDC) – likes change, searching for the right format, doesn't like the PowerPoint, thanks to Shaggy. Thanks to all, takes time from business, really hoping to get at the discussion themes... looking at this two ways... day to day ops, changing nature of how DOD is looking at the world; thanks to Sharpy, Ms. O'Berry (DoT), Mr. Throop (FAA), Mr. Andy Brown (NDTA), Mr. Brooks (NACA). Referenced Gen McDew's Senate testimony yesterday; recognized the 4th component and views industry as indispensable to USTC mission. Referenced the new National Defense Strategy (NDS), nature of the threats and shift of focus from counter-terrorist to great power competitions; will change how we interact with each other; China's economic warfare... leveraging economic advantage as a defense strategy; Russia cyber operations... use IT to begin to shape the world; changes the nature of how we go to war; will not necessarily be at our timing and tempo; complimented industry for being an engine of our economy... Airlines have made great business decisions writ large, but that has impacted our ability to use CRAF; acknowledges a CRAF activation will be a disruption to industry; theme for today is to discuss impacts of activation on a very different world view... what does CRAF activation really mean to your industry. Also interested in their thoughts on cyber; have seen some changes to contracts; Gen McDew's testimony advocating for a "national dialog" on cyber.

b. **Maj Gen Sharpy** (AMC/CD) – thanked TCDC for social last night and his guidance through changes; we understand the "why" of CRAF, today's focus is the "how"... how are we going to come together in this dynamic situation to get after national objectives on a timeline we're not in charge of; ensure we have our processes right and what industry needs from us.

c. **RDML Clarke** (TCJ5/4) – Focused on the here and now; bridge today's events with the future; highlighted our visibility of China's advances in the sealift domain... influence in seaports all around the world (own or influence) to take over infrastructure which impacts our ability to execute in the



future; we don't have that visibility in the air domain and believes this is a worthy subject for us to be prepared to address at the next EWG and asked industry to be prepared to discuss.

3. CRAF Activation Discussion.

a. National Defense Strategy Implications. **Maj Gen Rupp** (TCJ3) – Access picture for military operations is still being painted; what is access picture 5-10 years from now; how is aviation commercial access being impacted; who's looking at in trans-regionally? Is NATO doing enough? Answer is that everyone brings something that they are very good at; we look toward understanding all the industry talents.

b. **CRAF Activation.** **TCJ3** highlighted CRAF TTX, what drove us to it was developing a Crisis Action Standard Operating Procedures (CASOP); interested in hearing from you (industry) on what we should be thinking about for CRAF activation. We're working our way through roles and responsibilities; lot of things we do internally, but also very many things we do externally that TCCC will need to do with interagency and SECDEF. **Bill Wernecke** (Delta Airlines) – time to spend with his senior leadership and responsibilities of being in the CRAF program... doesn't think the senior leadership is thinking about this. **TCDC** – I agree; I see a disconnect, what can we do to get that conversation? **Wernecke** – had leadership change; all we think about is the best possible airline and profits/earnings; recommended a senior (GO/FO) visit to the carrier. **Dave Lange** (FedEx Express) – financial impacts to airspace closures... all sections will be impacted; not just private vs public; how deep do we go into CRAF activation and what are the impacts; impacts to pilots who are also in the ARC; we meet monthly on airspace impacts and the costs associated with that; FedEx perspective is that they have bought more airplanes with more flexibility vs past where almost 100% were being used; not as impactful and some can be mitigated; depends on what stage; how deep can we go; what can we do on a contingency basis; pilot component is a little unknown as well; annual table tops are good, but need to do a little more of that internally.

c. **E-Commerce.** **Ted Lytle** (UPS) e-commerce impacts... same day delivery, multiply by 200 million; we can come up with our plan, but it is not one size fits all; no silver bullet; we need to have those internal discussions and come back and have that discussion with DOD. We have this culture reliant on ecommerce. **TCDC** interested in how do we measure that? If we activate, it has impacts on airline industry, but also economy as a whole; how do we articulate that and get at it? **Lytle** – how do we quantify that? Monetarily would take some very deep analysis. Impacts to eTailors, shippers, down line; significant capacity that much of the populous relies on, then we are more open to further disruptions.

d. **Security Impacts.** **TCDC** issuance of chem suits... we have desensitized the civilian population to our operations; intangible impacts of CRAF activation. **Lange** – it's different for cargo carriers than pax, cargo carriers already go into some places like Bagram AB which are subject to attack but some passenger airlines don't; crews smaller on cargo side; corporate security and the brand is more worrisome. **John Dietrich** (Atlas Air) – incredible amount of respect for the Intel they get. This is a big deal. Carriers will ask why/why now? How long? Historically, contract has been designed to protect legacy from impacts; no secret; questions asked to see if we are doing everything we can to avoid or mitigate impacts; activation is a big deal for everyone. **TCJ3** how do we communicate with you, how does TRANSCOM provide the information carriers need. **Brooks Bash** (Western Global) – all-out war is understandable, but the in-between scenarios are more difficult; must understand the impacts of RC use because we won't go to war without ANG and ARC; lose confidence if activation and planes aren't being used; military needs to be ready to go. Impact will be less volunteerism; sometimes no choice, but how you do it will affect decisions afterward; very messy; how military manages that messiness is important.



e. **Commercial Compatibility.** **Ted Lytle** (UPS) expressed concern over assets to move cargo not commercially compatible (i.e. contoured)... Tri-cons on MD-11s. Highlighted how last three years in EWGs we've discussed civil issues... tri-cons being center loaded, but he's not seeing action/movement on fixing the contoured issue even though we keep discussing the subject... not effective/efficient use of contoured aircraft. DOD is asking for more peacetime commitment, but are we really flying more? Cost of making Tri-cons contoured vs cost of buying 747s. Theory is you're going to be flying twice as many aircraft when center-loading Tri-cons on MD-11s. **Lange** – for Stage II, you're going to have a lot of contoured aircraft flying.

f. **Decision Making Process.** **TCDC** – concerned about pax segment and identified there is a decision point star on CJCS' decision matrix... we need to bridge the gap between Decision Point star and the mechanics of the process to minimize the magnitude of an activation. For TTXs, the question of are we doing everything we can to minimize impact of activating CRAF is not really an emphasis item. Just a standard decision point (flip a switch) for SECDEF. Need to have a good sight picture of the impacts.

g. **Industry Touch Point.** **TCJ3** – NEO won't go as planned; could be significant number of requirements. Standing up Commercial Partner Branch (Lt Col Chad Biehl) in the Global Operations Center (GOC) to have the right conversation at the right level with carriers... want to connect the GOC on the road to crisis with the right people in your organization. **Brian Throop** (FAA) highlighted their operations capability to ramp up quickly. They are good at defining airspace and managing access; can put plan into effect within hours; bring airlines into our exercises to help provide curve balls so they can get better. **Lange** (FedEx) – identified that they have a Global Ops Control Center and this would be a good touch point for the Commercial Partner Branch - don't want to activate and execute poorly; needs to be crisp and efficient. **TCDC** – we've heard from others that they have ops centers, how do we connect to those? GOC to GOC; when is the last time we talked; how do we start this connection; A real world exercise where we deploy would be more impactful. **Lytle** – once or twice, we have an incident response scenario, but have not done that with CRAF. I'll take that back. **Lange** – we do TTXs all the time but this would require more robust exercise. **TCDC** – concern potentially diffusing or are out of alignment with all the various contact points (AQ, J5-I, AMC, and now J3)... need to ensure balance for day-to-day and road to crisis... make sure we're not diffusing the communication and ensure we're clear on what our contact points are for. Charged all around the table to ensure we're not diffusing the communications.

h. **Business Models of Today.** **TCJ5/4** – believes we have to have our minds on two scenarios... one where we control the timeline and one where we don't. Both could be contested; must be ready for both. **TCDC** – concerned that the industry business models of today have not translated into the strategic decision making; carriers operating more efficiently and at greater capacity than in the history of the industry; this body (EWG) is the place for us to get after these issues. Interested in how to facilitate the conversation in TTXs and exercises. **Ron Ward** (United Airlines) – fleets have changed since previous activations; what is going to be used? **Wernecke** – differences also is that missing a lot of airlines that were previously here; pain was spread around among more carriers. **TCDC** – have a bigger reliance on major carriers and smaller carriers - slack used to be taken up is now spread between fewer carriers. **Mr. Bruce Busler** (JDPAC) mentioned that we're in the middle of the next mobility study but the priority is for long range international carriers... not biased on tri-cons like the rotational forces are. **Mr. Tom Scolarici** (TCJ3-T) presented a summary of TTX and next TTX with industry. **TCDC** wants to integrate into exercise... thought process to limit the magnitude and duration of CRAF (checklist); wants carriers to confirm date is good, tentatively 10 July 2018. < Break >

i. **Activation Discussion Wrap-up.** **TCDC** – we owe you a sight picture on the impacts of activation. Need to walk away knowing what the requirements are for activation. It's all about building



capacity... asked AQ and J3 to address what we're doing in this area (forecasting, advance buy, etc). **TCJ3** – SecDef direction to “preserve” and build readiness... readiness is not just aircrew. Gray tail fleet needs rest; units need rest also (PME, training, etc); commercial augmentation is a way to “preserve readiness”. **AMC/CD** highlighted importance in resetting crews; last 10-15 years, haven't been training in some of the contested scenarios that may be required in the future. Also haven't been doing the rest and refit that's necessary. **Ms. Gail Jorgenson** (TCAQ) – looking to move that fixed buy back up to what it used to be; we need the charters to be healthy and growing... carriers will see the numbers soon and she believes they'll find them favorable. **Lange** – 37% cargo / 44% pax increase first 6 months of this year, even though we were told cargo was going down at last EWG; we don't just look at fixed buy, we need full picture of total contract. **TCAQ** – yes we're going to do the fixed buy and an overall buy increase. **Brig Gen Kenneth Bibb** (618 TACC/CC) – TRANSCOM is really pushing combatant command customers to make cargo commercial compatible. **TCJ3** commented he is about to release a message directing all CCMDs to make all cargo offerings commercially compatible. **Lytle** – mission going up, is rate going up? **TCAQ** – haven't seen rates yet; understand you're negotiating union contracts. If you bring those costs to us, we'll incorporate into rates. Trying to be sensitive to the profitability of e-commerce to ensure our rates are competitive. **Lytle** – there are costs and opportunity costs. **Lange** – there has been downward pressure on rates for a while now. Everyone needs to make decision on bird in hand military forecast vs commercial contracts. **Bash** – need to have ability to flex to economy; some carriers may have issues if they're so reliant on DOD business.

4. Operationalizing the 4th Component.

a. **Threat Working Group (TWG) “Processes”** (Mr. Steve Dawidowicz, AMC/A2). We Tier the world in a risk perspective; makes assessments/recommendations on whether to fly into an area; makes recommendations to 18AF/CC who is decision authority. Monthly update to carriers; limited to secure fax/phones to push out information. **Lange** – stated all that info is good but it's “inside the wire” and carriers have operations “outside the wire” such as when crews overnight in the city... need to expand the risk assessments; technology (e.g. fax machines) is 30 years old, we need to look at it collectively. **AMC/CD** – tools are out there, it becomes a money issue; we have to figure this out because if we're activating and carriers are not receiving the info then we're not communicating. **TCDC** – task to TCJ5, from a broad policy perspective, let's have a conversation about how do we communicate while operating in a contested environment. What is our policy for operating in a contested environment and leveraging interagency (i.e. DHS)? **TCAQ** made the point that we may be in a contested environment well before we get to CRAF activation. **Ken Lundgren** (National Airlines) – need to be able to communicate in day-to-day operations in real time accuracy; challenge will be communicating to crews during execution.

b. **Process to Share Threat Info with Industry** (Mr. Jerry Cronin, TCJ6-OX). **Jerry Cronin** – he's leading initiative to enhance classified info sharing with carriers as the “cyber guy.” But we're not just talking about cyber domain. LOE 1 - making sure we can use existing comms between TRANSCOM and carriers. LOE 2 - catalogue current capabilities that are already out there. Not all info needs to be classified. What is the best way to get from USTC to carriers in different situations with different time considerations? What kind of info do you need us to share in a contested activation? **TCJ5/4** – do you as industry need different info from us during activation vs non activation. Seems like info is the same. **Lange** – it's the speed of comms which is important. More frequent updates will be required for a more volatile environment. During activation, you're probably looking at diverting airborne aircraft. **Lytle** – how do we marry up various info from multiple sources (i.e. FAA NOTAMs, FEMA, DOD, TWG threat assessments)? **Dietrich** – senior levels of industry are not engaged in peacetime augmentation; rely on staff. During activation in contested environment, upper level management will be much more involved. **TCDC** – comms network needs to be something that works for every carrier.



c. **Safety and Security Working Group** (Mr. Dave Lange, FedEx Express). Mr. Lange presented an update of the NDTA Military Aviation Advisory Committee (MAAC), Safety and Security Sub-Committee. He described a DTR compliance issue of units not being prepared for deployment... incorrect weights are off by 5-6K lbs, baggage screening discovering prohibited items (knives, weapons, lithium batteries in bags), incorrect or missing manifests/manifest information. Made a lot of progress on cargo side but still seeing compliance issues at non aerial port locations. **Rob Taylor** (Southwest Airlines) – This is both an international and domestic issue (e.g. ARNG unit being picked up in Moline, IL). **Lange** – most issues are with the Army; would love to have SDDC participation on committee. Smaller units don't understand DTR. They're treating commercial charters like gray tails. TCAQ (Mr. Doug Cook) gets reports in COINS, he sends to units, but there's no repercussions. **TCJ5/4** offered that SDDC could possibly help. **AMC/CD** said they had his attention and will look into it; wants to make sure feedback is seen by the right people. [Editor's note: This issue is beyond USTRANSCOM/TCCs, it is more correctly focused on the Services/NGB/USARC efforts to train/educate units on pre-deployment requirements... unit movement officers must be trained, need to get Army, FORSCOM, NGB, etc engaged to address these issues.]

d. **Cyber Security Working Group** (Mr. John Dietrich, Atlas Air Worldwide) – NDTA Airlift and Sealift Committees established new levels of collaboration; two priorities are operational security and mission assurance in a contested environment; Airlift Committee takes the cyber threat seriously; may not be solving all the problems but are heightening awareness even at the senior levels; look to the future to sharing National Institute of Standards and Technology (NIST) compliance; time to bring on more technical expertise to facilitate focusing on solutions not just continue to talk about the problems. The Cyber Committee will meet in O'Fallon on 1 May 18 prior to TCCC Cyber Roundtable on 2 May. Invited TCDC. Probably a good time to bring in technical experts (ie - Richard Ross from Atlas will brief at NDTA MAAC) to focus on solutions and not just the problem. Work of committee has gotten congressional attention; they asked to meet just with Industry, but Dietrich insisted on USTC involvement as well (coordinating with Kurt "Viva" LaFrance, TCLA). **TCAQ** – we can't contract our way out of this. Willingness of industry to share info has helped a lot. We're all in this together. **TCJ3** – through CCMD Ops lens, need to get to near real-time sharing. How can USTC share with industry and how can industry share with USTC. We don't have authorities in place, but we have access to people who have the appropriate authorities. Need to get cyber info sharing to same level as Intel sharing. **Lytle** – echoed that it's time to get technical experts involved to develop solutions. **Wernecke** – focused on localized financial (credit cards) threat vs bad state actor threat trying to shut down ops. **TCAC** – from corporate perspective, need to protect financials. From USTC perspective, need to protect mission (business disruption vs mission disruption). **TCDC** – bad actors don't distinguish between US business and government. We look for overlap between DOD and industry, but enemy does not. TCDC going to see the FBI in a few weeks, will address some of these issues them; will look into what info sharing capabilities they may have.

e. **Readiness Initiative (Industry Day Update)** (Mr. John McAllister, TCJ3) skipped this agenda item to make up time.

5. State of the Industry Update.

a. **Cargo Sector – Market Conditions/Trends** (Mr. Ted Lytle, UPS) – reviewed the cargo market in four areas: E-Commerce, Yields, Equipment/Capacity, and Labor. E-Commerce expected growth by 41.3% over the next two years to \$4.1 Trillion in 2020... volume has doubled and the type of what is moving has evolved from letters to boxes (Amazon); airmail tonnage increased 150% over the last five years on Asia-Americas/Europe lanes. Market yields 16.2% year-over-year industry average increase; this should be considered in the DOD contract rate making process. Equipment/capacity is



increasing... demand to maintain or increase over next 12 months; UPS acquiring nearly 30% more capacity over next 3-4 years to meet expected demand. Labor issues (union contracts) driving expenses up... staffing shortages include pilots/mechanics/drivers. Can pass increased costs in commercial sector but with DOD at mercy of rate making. **Dietrich** – number of aircraft coming into operations (market) is slowing considerably; net increase in capacity is not keeping pace with demand. **Lytle** – Nov 15 to post-Christmas is like an activation. No good mechanism (Amazon, Walmart, Macys, etc) to map how much demand there will be. Can't predict customer behavior. **Dietrich** – all major economies are in upswing at the same time to include heavy freight market.

b. **Passenger Sector – Market Conditions/Trends** (Mr. Kurt Kamrad, Miami Air International) – In general, business is good and scheduled airlines are making money; that's why they're dropping charters. However, pilot shortage remains an issue; last year signed 30 and lost 30. Corporations are doing more incentive trips, costs in general are going up; rate making system is behind realized costs. **TCDC** – what's the conversation I should be having with my bosses should an activation occur. **Lytle** – fair market value; need to provide DOD better data on that. Need to look at delta between DOD and market rates. **Lang** – are carriers going to stay in program if peacetime DOD business is not there and commercial business is better? Some carriers are only in program for peacetime flying (GSA city pairs, etc.). Other companies' CEOs say they're in program no matter what. **Dietrich** – education on the idea that CRAF activation is NOT just flipping a switch. **TCDC** – can no longer be a risk free calculus as has been formed in the minds of senior leaders over time regarding CRAF; need to communicate risk. **Oakley Brooks** (National Air Carrier Association) – assumption has always been that if we need commercial carriers, they'll be there; current trends in the industry doesn't necessarily guarantee that. **Charlie Carson** (Air Transport International) made two points: 1) at present, if CRAF is activated, we are morally and contractually obligated to respond; still need to work out processes. 2) to the long term future of CRAF, threats of backing out of CRAF is not as hollow as it used to be; carriers need to be incentivized through increased fixed buy, etc. Many carriers are truly considering whether it's worth staying in the program.

6. **Transportation Management System (TMS) Overview.** (COL Andy Dawson, TCJ3-D) – Formally kicked off the program yesterday. 50 different organizations involved to determine how TMS can support the joint force. TMS links back to multi-modal effort; links to 2006 and Rota CONOPS. They've identified 12 capability gaps and presented Gen McDew five courses of action five months ago; one was a commercial off-the-shelf solution. A proof of principle last year determined TMS could solve 9 of 12 capability gaps. As a result of the procurement effort, selected Telesto as the vendor (system integrator) who has two years to develop a prototype for USTRANSCOM. Highlighted that Gen McDew's testimony mentioned the impact TMS will have on our operations; this is about multi-modal requirements. **TCDC** – end state is this system will be the singular method of moving pax/cargo for the DOD.

7. **Legislative Update.** (Mr. Kurt "Viva" LaFrance, TCCC-LA) – messaging on the Hill is improving; "4th Component" has evolved considering and has educated Congress more about what the "industrial base" really is to us... it's beyond the traditional definition of manufacturing... it includes the carriers and our industry partners. Gen McDew met with House members yesterday and testified before 17 SASC members. Two points keep coming up on both sides: 1) cyber – members believe it's a critically important issue but few understand it. 2) Don't assume congress knows what you [CRAF carriers] do and how you contribute to national defense. More Congressmen and Senators understand CRAF; however, only 10 of 100 Senators and 20 House members can have a meaningful conversation about it. We're expanding our conversations beyond the Armed Services Committees (e.g. Agriculture, Transportation, and Foreign Affairs committees); Gen McDew is communicating to the Hill that we are operating in a gray zone between peace and war... we're already in a contested environment. They are understanding



what attrition means to us; it's not just a plane being shot down, it's anti-access due to cyber and other contested environments. Offered advice that every piece of legislation proposed to Congress, if it has national defense aspects to it, will come to USTRANSCOM for review/comment. Highlighted the following legislative actions: Omnibus package just passed is good and funds DOD through 30 Sep 2018; may not pass an appropriations bill in time especially with elections. FAA bill is also on the table as FAA is only funded through 30 Sep 2018; Sen Schuster preparing to introduce privatization bill. Free-to-Fly Act – provision to allow for non-US citizen companies to be members of CRAF; not expecting much support. Airline Accountability Act – requires compliance with core labor law at sub-contractor level; requires any airline in GSA City Pairs to report violations with labor laws. **Dietrich** – with regard to pilot shortage, expecting Part 117 to apply to cargo ops instead of Part 121; could pose threat to national security and pilot availability.

8. **Wrap-up.** (CDR Shannon Parker, TCJ5-I) Reviewed CRAF-related schedule: TTX with industry tentatively planned 10 July 2018; the next USTRANSCOM Wargame is being developed to execute in early August 2018.

9. **Closing Remarks** (Maj Gen Sharpy and LtGen Broadmeadow)

a. **Maj Gen Sharpy** – thanks to Shaggy; thanks to carriers for being here and investing not only time but your dedication to participating in the discussion... most robust dialog in a EWG. Encourage not to go home and forget the issues we need to develop solutions for.

b. **LtGen Broadmeadow** – offered opportunity to the group for any other closing remarks; **TCCS** suggested not to wait on any issues that may come up. **TCDC** – thanks; I approach this job as a Marine... focus on TRANSCOM being able to get its job done anywhere in the world. That's becoming harder to do; erosion from both adversary actions and economics of the day (E-Commerce); TCCC has tasked him to understand the 4th Component and know how to engage it in our operations. Would like to increase this type of dialog. He has a robust dialog on the sealift side, would like to have that on the airlift side as well.

< EWG Adjourned >