



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

United States Transportation Command (USTRANSCOM) hosted a virtual CRAF EWG on 5 May 2021 via Microsoft Teams and teleconference phone tie-in. Vice Admiral (VADM) Dee Mewbourne, Deputy Commander USTRANSCOM (TCDC) and Major General (Maj Gen) Joel Jackson, Director of Operations, Strategic Deterrence & Nuclear Integration, Air Mobility Command (AMC/A3/10) served as co-chairs. Over one hundred 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's Office of Aviation and International Affairs (DOT/OST-X) and Federal Aviation Administration (DOT/FAA), General Services Administration (GSA), National Defense Transportation Association (NDTA), and U.S. commercial air carriers subscribed to the CRAF Program. The full attendees list is at the end of this document.

**MEETING SUMMARY.**

**1. Mr. Scott Hill, CRAF Program Manager,** opened the EWG with administrative remarks and a roll-call. Of the 110 participants, the group was nearly an even split between government and CRAF carriers. The agenda was divided into two sessions covering a CRAF program review and cyber security issues.

**2. VADM Mewbourne Opening Remarks.** VADM Mewbourne welcomed everyone to the second virtual EWG with the hope that the next would be face-to-face, in part so that he may thank everyone in person for the great efforts to get COVID-19 vaccines out to Americans. He especially was looking forward to immersion into the cyber topic, which probably scares most of us in how it will affect us in our different areas. Additionally, he said he was interested in everyone's experience with the changing landscape due to the COVID-19 response, especially as we seem to be on the backside and things will most likely be changing rapidly.

a. In that vein, VADM Mewbourne shared some notes from a weekly call with Mr. G. I. Tuck who leads the Countermeasure Acceleration Group (formerly Operation Warp Speed), which is the Department of Defense group in charge of support to the Department of Health and Human Services for COVID-19 vaccine distribution. During the initial National response, the goal was to get as many vaccines into people's arms as possible, but it was so successful they are now working to direct vaccine vials to where the current demand is to avoid unused dosages. Additionally, they are looking at how the United States can broaden its support to the rest of the world. This could definitely affect our CRAF carriers for global vaccine distribution.

b. The Office of the Under Secretary of Defense for Personnel and Readiness signed a new Force Health Protection Policy Memorandum #16, Revision 1 (4 May 21) that discusses updated DOD guidance for personnel deployment and redeployment during the pandemic. He asked that the memo be made available to EWG members for review.

**3. Maj Gen Jackson Opening Remarks.** Maj Gen Jackson thanked everyone for attending and noted he was representing AMC on behalf of Lt Gen Robinson who could not attend. As we



have dealt with the challenges of the past year with the pandemic response, he highlighted the uncertainties with the impending withdrawal from Afghanistan and its commercial aviation augmentation and CRAF requirements. AMC is conducting a study that is not only looking at CRAF but the greater commercial operations as a whole and how they feed each other.

**4. Civil Aviation 2021 Engagement Plan Review.** Mr. Hill used the Civil Aviation 2021 Engagement Plan to highlight the numerous engagements between DOD and industry, as well as USTRANSCOM and National Defense Transportation Association (NDTA) forums. The community has continued its monthly COVID Advisory Summit telecons to discuss COVID impacts to CRAF. This is in addition to the quarterly CRAF Working Group meetings that act on EWG action items. The next CRAF Working Group will occur on 21 Jul 21, and there are several more COVID Advisory Summits through July, with future summits dependent on COVID response requirements. On 17 May 21, the NDTA Military Aviation Advisory Committee (MAAC) will meet virtually, and there are NDTA Board of Directors meetings and the NDTA-USTRANSCOM Fall Meeting upcoming this year.

**5. Industry Assessment.** Mr. Hill then offered USTRANSCOM's assessment of the commercial aviation industry. CRAF passenger and cargo air carriers have witnessed unequal impacts from the COVID-19 pandemic. Passenger carriers have experienced a 60% volume reduction in 2020, with domestic travel down 65% and international down 74%, resulting in losses of over \$30B as well as divestment or parking of over 20 percent of their aircraft inventories. The U.S. passenger airlines began 2021 with a 19% smaller operating fleet than the prior year and with predicted further reductions in demand, carriers are strongly weighing a move toward more efficient, single center row-type aircraft. Economically, passenger carriers are looking out to 2023-2024 before they expect a return to pre-pandemic passenger volumes. Conversely, CRAF cargo carriers remain healthy with global demand reaching all-time highs in the third quarter of 2020. As a result cargo aircraft fleet sizes grew to accommodate demand previously accommodated in passenger aircraft bellyholds that accounted for 60 percent of pre-pandemic cargo movement. In the face of these challenges, CRAF participants remain contracted to fully meet program requirements in FY21 but the severity of potential impacts to CRAF capacity is dependent on the speed of the global COVID-19 recovery.

**6. CRAF Assessment Framework.** During the 2020 CRAF EWG, USTRANSCOM was tasked to develop CRAF program metrics and since then has created a framework to guide that development. Our objective is in line with the National Airlift Policy with the mission areas reflecting the National Defense Strategy and GEN Lyon's warfighting framework defined in USTRANSCOM's Strategic Principles. These include: Effective Mobility Posture, Sufficient Mobility Capacity, and Effective Command and Control (C2) and Integration. Posture looks at things such as En Route Infrastructure Master Plan (ERIMP) ports and the level at which our commercial partners are exercising those networks; capacity will address warfighting requirements and subscription levels; and C2 integration will consider the effects of the National Institute for Standards and Technologies (NIST) compliance among others.

a. **Effective Mobility Posture.** This is the least developed of the three metrics because the focus has changed slightly to how DOD is postured at six strategic airports to support global distribution with the commercial carriers. Mr. Hill asked if the listed aerial ports (i.e., McGuire AFB, NJ; Dover AFB, MD; Charleston AFB, SC; Norfolk NAS, VA; Travis AFB,



CA; and McChord AFB, WA) are the correct power projection platforms to measure and whether the threshold for assessing capacity is sufficient.

(1) VADM Mewbourne stressed that the measure should focus on output, not input. He felt the slide was an input measure looking at how many aircraft are sitting around but it should be the effect of those aircraft. Specifically, if we have posture right, it's producing effects (i.e., outputs) such as on-time delivery, speed, velocity, aircraft utilization, etc., which will fall in line. If one of those numbers is wrong, then we can drill down to determine what input is causing the insufficiency.

(2) Mr. Mike Holt, Air Transport International, asked why Baltimore-Washington IAP was not on the strategic port list after noticing it was not included in FY22 for channel missions and will be replaced by McGuire AFB. Based on the ERIMP and analysis from USTRANSCOM's Joint Distribution Processing Analysis Center (JDAC), Mr. Hill agreed that there are hundreds of ports for consideration but these were the primary six chosen. However, more ports could be added to the list if necessary. Mr. Steve Comeaux, AMC/A3B, pointed out we operate differently in peacetime and wartime. While we have good data from our standard ports, the data from other ports is not as robust and perhaps we should look at the requirements and build timeframes around that to produce more fidelity.

(3) Brig Gen Daniel DeVoe, 618<sup>th</sup> Air Operations Center Commander, added that perhaps the better metric is requirements versus volume (i.e., output focused) because looking at the nodal capacity doesn't reflect some of the environmental considerations (e.g., closing a runway for repairs). Mr. Hill promised an update at the next EWG on the progress of this developing metric.

b. **Sufficient Mobility Capacity.** This well-known metric measures CRAF Program subscription in relation to meeting Mobility Capabilities and Requirements Study (MCRS) 18 requirements, and we'll soon have MCRS 21 to use for analysis. The MCRS drives the CRAF fleet size requirements and based on current subscription, the CRAF Program is totally healthy.

**7. Aviation Sector Health – Industry Perspectives.** The next section included briefings about the state of the commercial aviation industry from the perspective of several CRAF carriers.

a. **Charter Cargo Industry Update.** Mr. John Dietrich, President and CEO of Atlas Air Worldwide Holdings, opened by noting that while the pandemic has negatively impacted most of the globe, air freight has experienced quite the opposite. The commercial air cargo market is very strong and is experiencing unprecedented favorable supply demand and yield conditions, with the future looking just as bright. For example, passenger belly capacity was reduced by 83% which translated into 39% of total cargo capacity being eliminated from the market. As a result, any available cargo capacity not already deployed was returned to service.

(1) Although the 2020 total cargo volumes were down ~12% from 2019, the massive reduction in belly capacity (especially in the international segment) combined with the surge for personal protective equipment (PPE), critical medical supplies, and e-commerce created a very strong demand and yield environment which continues today. In 2021,



total air freight volumes have returned to their pre-pandemic levels and in fact, the International Air Transport Association released a report showing volume exceeded 2019 levels by ~4% despite much of the capacity still out of the market. Distribution of PPE is giving way to vaccines, but there is a greater amount of manufacturing inventory replenishment requirements as well as forward purchasing by commercial customers.

(2) New types of air cargo customers are becoming more prominent, with manufacturers joining airlines and freight forwarders to avoid the lack of cargo capacity with the passenger carriers. Air cargo capacity can offset the need for large inventories and reduce manufacturing costs with a relatively small increase in air freight costs.

(3) The express and e-commerce markets have also accelerated. One interesting note is that the global demand for air cargo has been uneven with the predominant growth in the Asia-United States market and lesser in Europe. Importantly, current cargo capacity has reached its structural limits. Atlas has brought forward all of its capacity and Mr. Dietrich expects other carriers have done the same. He doesn't expect the passenger belly capacity to return to normal for some time, possibly as late as 2024.

(4) The big question is what will the new normal be for international passenger travel? Virtual meetings may diminish a return to 2019 levels. As for military cargo movement, Atlas is very anxious to learn the full impact of a projected decline of military requirements. This decline against the backdrop of limited capacity further points to the criticality of forecasting, because in an up-market it is important to not leave aircraft dormant. The sooner the commercial carriers can fully understand DOD's requirements, the better. While yields for military business have been up of late, so too have costs for carriers without a reimbursement for additional COVID-related expenditures as is more often the case on the commercial side.

b. **Passenger Charter Industry Update.** Mr. Jeff Crippen, President & CEO, Omni Air International, also used the word "unprecedented," but in the negative to describe the downturn in the long range charter passenger market.

(1) While the Transportation Security Administration passenger checkpoint throughput is increasing, it is still only ~60% of 2019 levels. Domestic leisure travel is doing much better but the more lucrative international and business travel is still down ~80%. He stressed it is still difficult to move crews, mechanics, and ground support personnel internationally due to the continued lack of a viable passenger scheduled network. As an example, Japan is the most restrictive since the pandemic's start by banning crews and passengers to varying degrees. This leaves Omni with no choice but to move crews by their own aircraft, which often leads to long stays quarantined in hotel rooms. He praised their employees for their flexibility and inventiveness to make the mission happen.

(2) Omni moved its European tech stop from Shannon, Ireland to Sofia, Bulgaria at the start of the pandemic for flights into/out of the Middle East to eliminate the need for crews to remain overnight in Europe, but even Bulgaria's COVID restrictions posed challenges for crew transit and passenger entry. Additionally, costs have increased as countries try to recoup lost revenues.



(3) The commercial charter passenger environment nearly dropped to zero in March 2020. However, tourist repatriation made a muted 2020 tolerable for charter passenger activity. Commercial charter volume was down as was military charter volume. Combining this with scheduled passenger carriers offering excess capacity at low rates, it has been a tough year. Omni believes leisure and business travel volume will improve, but these clients are hesitant to commit to travel, forcing airlines to assume the risk as the clients wait and see.

(4) The upside for DOD is the charter and scheduled network passenger carriers have plenty of wide-body aircraft to offer. With existing passenger carriers adding aircraft and new participants, the CRAF Program continues to be over-subscribed, healthy and ready. This mix will continue to fluctuate as schedule carrier networks regain strength and the DOD mission become less of a focus.

c. **Scheduled Passenger Sector Update.** Mr. Michel O'Brien, Director of Network Planning and Charters, United Airlines, compared the bleak state of passenger movements at the 2020 CRAF EWG and now. While not recovered, the sector is at a fundamentally different (i.e., better) position.

(1) In the first quarter of 2021, industry-wide scheduled passenger capacity was down nearly 40% compared to the same period in 2019 and revenue was down 60%. March 2021 was an inflection point where consumer confidence in air travel improved and leisure travel, visiting friends and family, and short-haul international (e.g., Latin America) showed prominent gains. Business travel and long-haul international demand is down 80% but is expected to begin recovery in 2021, with rate of recovery increasing in 2022 when businesses once again factor air travel into their budgets.

(2) Financially, the Coronavirus Aid, Relief, and Economic Security (CARES) Act was a major reason that United Airlines could keep its staff on the payroll, meet its liquidity goals, and continue to maintain air service to all the communities United serves. Keeping the current staff also avoided the need for extensive training and recertification required for new employees. In March 2021, the daily cash flow turned positive for the first time in a year and the company moved from crisis survival mode to a much more positive outlook.

(3) In closing, Mr. O'Brien highlighted several important thoughts. Safety and cleanliness was and continues to be the number one priority for the industry. Pilot recruitment and development was another big industry priority and continues to be. United is also focusing on sustainability and pledges to completely eliminate greenhouse gas emissions by 2050 through sustainable aviation fuels and carbon capture and sequestration technologies. Finally, flexibility is key for survival by being able to respond quickly as vaccine rollout and reductions in restrictions happen.

(4) Mr. Dietrich asked a question to the room on the possibility of vaccine passports for international travel. Mr. O'Brien acknowledged the magnitude of the possibility but given the dynamics caused by various governments' decisions, he felt it was too early to give an answer.





(5) VADM Mewbourne asked what the qualitative return on investment was for the DARPA [Defense Advanced Research Projects Agency] aerosol study that USTRANSCOM and United Airlines worked on together—did it boost consumer faith in flying? Mr. O’Brien said it provided confidence to United to make business decisions, knowing their crews are safe. They could tell their passengers it was safe to travel, however, passenger confidence was tempered due to mixed signals from myriad information sources. As a follow-on, VADM Mewbourne asked for clarification of United’s belief that business travel will rebound. Mr. O’Brien couldn’t provide specific survey results, but did say discussions with senior leadership of their corporate and travel agency business partners do indicate there is a desire to get back to face-to-face interactions. United is bullish on the return of business travel, but cannot predict the timing. As a counterpoint, VADM Mewbourne wondered if businesses will look at capitalizing on the business travel cost reduction for use elsewhere—will corporate budgets be forever changed? Mr. Dave Lange, FedEx, relayed that once things truly open up, they will be out traveling to meet with staff and customers. Important to this discussion, Mr. Bill Wernecke, Delta Airlines, pointed out the business traveler needs a place to visit their customer (e.g., an office and not a home). When corporate headquarters begin bringing back their employees for on-site work, then the business travel can more easily follow suit, and Delta will open their headquarters in approximately three weeks.

## 8. POA&M Reviews:

### a. **CRAF-1904-01 – Incorporate Industry into Forecasting Process** (Lt Col Mike Thompson, JDPAC).

(1) The Transportation Corporate Board approved the forecast (Jan 21), which was shared with the CRAF carriers for input. Based on that feedback, additional work is underway to improve the forecast’s measure to more useful data.

(2) The measure is pulling 10-year historical data from GDSS [Global Decision Support System] and GATES [Global Air Transportation Execution System] for missions and actual cargo/passengers that have moved, then comparing that to JOPES [Joint Planning and Execution System] data to determine planned versus actual movement. Even though the forecast is produced annually, it is reviewed monthly from an operational perspective to make adjustments based on current realities.

(3) The forecast is also specifically designed to assist in the USTRANSCOM Program Analysis & Financial Management Directorate (TCJ8) budget and rates-setting process. After this adjusted forecast was approved and released to the carriers for comment, the answer was that it didn’t help them in terms of dollar value. Lt Col Thompson then walked through the revised forecast of total cargo/passenger workload for channel, special assignment airlift missions, and contingency missions. For 2021 and beyond, that requirement for commercial support is trending down, led primarily by channel missions due to the need for seasoning C-17 pilots. Feedback at the CRAF Working Group was positive with suggestions for making the forecast more informative, including a financial spend outlook into the future as well as a near-term forecast (30-60 days).



(4) VADM Mewbourne thanked everyone for this effort. He acknowledged the forecasts enable the carriers to better serve DOD's needs, but it is difficult to provide meaningful data when dealing with close-hold military moves that can't be shared with carriers too far in advance.

b. **CRAF-1904-03 – Integrate Deliberate Planning Process** (Mr. Hill on behalf of CAPT Roger Billings, TCJ5-G). The plan for a table top exercise in 2021 has slipped to 2022 to allow a classified, in-person event.

c. **CRAF-1904-04 – ID Patient Movement (PM) Requirement** (Maj Nina Linnehan, TCSG). The USTRANSCOM Surgeon General's office teamed with JDPAC for analysis of the Command's patient movement plan and requirements against the most stringent casualty requirements. The modeling is still underway, thus a defined CRAF aeromedical evacuation (AE) requirement is not yet known. Mr. Hill acknowledged despite the elimination of the CRAF AE segment in 2013, TCSG has recognized there may be a need to reinstate it to the CRAF Program. Further research is needed.

d. **CRAF-1904-05 – ID Commercial Patient Movement Solutions** (Mr. Hill on behalf of AMC/A3B). This effort is closely tied with CRAF-1904-04. As the requirements are determined by TCSG, AMC will use that data to develop plausible commercial solutions.

e. **CRAF-2005-01 – Installation Access** (Mr. Scott Hill). This POA&M was prompted after several carriers identified problems with accessing bases due to COVID restrictions, particularly in the Pacific region. Over the last year, USTRANSCOM worked closely with the Office of the Deputy Assistant Secretary of Defense for Logistics (DASD(L)), which has yielded a new policy that clarifies the requirements and how to address and mitigate access issues. The number of reported incidents have dropped significantly, with a few bases still having some issues. One area of contention is the need to provide social security numbers for base access, but there is now a process in place to address it. Given the policy and process improvements, Mr. Hill recommended closure of this POA&M.

(1) Mr. Ted Lytle, Western Global Airlines, asked if there is or will be a vaccine requirement for base access by aircrews, mechanics, and ground support personnel. VADM Mewbourne did not know of a future requirement. He noted the next step would likely be mandatory vaccinations for military members once full FDA approval is granted to vaccine(s), but did not expect a requirement for CRAF personnel. Mr. Adam Yearwood, DASD(L), confirmed this is being discussed in the Pentagon, but there are HIPAA restrictions that would make such a requirement difficult. Aside from COVID, work is underway to deploy Defense Biometric Identification System to all bases to make installation access easier and more secure. Mr. Ron Lane, Atlas Air reiterated that in instances where social security numbers are required for base access, it should be done in a secure environment to the greatest extent possible (McGuire AFB presents the most issues) to avoid handwriting the number and passing that to a gate guard. Mr. Yearwood will investigate this further.

(2) While there are small numbers of problems at a few bases, VADM Mewbourne agreed this POAM should be closed. USTRANSCOM will still monitor and address issues as they arise.



f. **CRAF-2005-02 – Cybersecurity Maturity Model Certification (CMMC)**

**Implementation** (Mr. Patrick Grimsley, TCJ-6). CMMC is on target for implementation in 2025. DOD is working to build a list of approved certifiers who can do assessments. USTRANSCOM is also working an additional third-party assessment proof-of-principle so they can do a certification on different levels of CMMC. The Command is also releasing OSD updates to the transportation service providers. Mr. Ted Rybeck, NDTA Cybersecurity Best Practices Committee Chair, thanked Mr. Grimsley for his collaborative efforts.

**9. Saudi Arabia Overflight Issue** (COL Dan Duncan, TCJ3). Regarding the long approval timeline for overflight of hazardous cargo, the attache office at the U.S. Embassy in Saudi Arabia has raised the issue with the Saudi Government Authority for Civilian Aviation, which acknowledged the concern and their willingness to review their process. While a positive sign, no progress is evident yet. Col Duncan pledged USTRANSCOM will continue to monitor the situation. Mr. Hill provided more background on the issue and Mr. John Nardone, Polar Air Cargo, highlighted a recent success after providing the Saudis the paperwork 10 days prior to the flight. The Foreign Clearance Guide requires only five days notice, however, thus a change to the guide may be necessary to inform the flying community of the Saudi requirement. VADM Mewbourne asked Col Duncan to provide an email for him to send to the United States Central Command Deputy Commander, VADM Jim Malloy, to alert him of our concern. Brig Gen Dan DeVoe praised the CRAF carriers for their mission-first attitude in doing what was necessary to jump the hurdles.

**10. Commercial Aviation Safety Action Program (ASAP) Analysis.** Mr. Tim Grosz, AMC A3T, provided an update on the ASAP, which is a product from a previously closed POA&M to address aviation safety through the prevention of accidents and incidents; focus is on encouraging voluntary reporting of safety issues and events that come to the attention of the air carriers. He covered the different ASAP issues and noted overall incidents have decreased significantly.

**11. Cyber Threat Brief – Commercial Aviation Sector** (Mr. Jason Rivera, Director, Strategic Threat Advisory Group, Global, CrowdStrike, Inc.). Mr. Rivera presented a cyber security briefing focusing on three objectives for the aviation sector:

- a. **Most likely threat** is threat actor Tactics, Techniques and Procedures (TPPs) resulting in compromise of availability of services to customers. This threat will likely be in the form of targeting and compromise of web-facing assets or organized criminal operations resulting in an enterprise-wide ransomware attack.
- b. **Most dangerous threat** is a nation-state directed supply chain attack resulting in compromise of critical aviation systems. Most large organizations operate with a level of internal upstream trust that hackers can take advantage of with the infiltration occurring over long-time horizons of a year or more. These attacks are very clandestine due to the long development timeline and extensive investment.
- c. **Defensive considerations** to strengthen your cybersecurity posture. He first recommended an increase in automation to counter the growing threats with the small group of cyber professionals that most companies have on staff. Next is to increase intelligence monitoring





and reporting attacks with peers. From a proactive perspective, Mr. Rivera recommended investing in intelligence-driven threat hunting to learn lessons from previous attacks and proactively detect those techniques. Finally, he stressed companies should have a cyber service partner to help execute a response plan if attacked.

**12. Industry Cyber Assessment** (Mr. Ted Rybeck, Chairman, NDTA Cybersecurity Best Practices Committee Chair). Mr. Rybeck echoed Mr. Rivera's concerns in his briefing and reemphasized the attacks are real, pervasive, and highly detailed/technical. We must study what being more secure looks like and what are we doing to prevent, prepare for, respond, and recover from these attacks. There is no silver bullet that can be purchased, but there is a systemic approach that can address these issues. The problem is the gap between what we know and what we don't know is large. A growing vector of attack is the proliferation of internet of things devices that are increasing exponentially. These recently uncovered vulnerabilities focus on domain server attacks. The United States is a diverse (and admittedly complacent) country that is unlike more autocratic countries (e.g., China) in addressing these issues. So how can it upscale, from the grassroots level, the entire country in a disciplined and pervasive way? A key starting point is ensuring all the companies in the 300K+ defense industrial base (DIB) comply with the NIST Special Publication 800-171, Protecting Controlled Unclassified Information in Nonfederal Information Systems and Organizations. Mr. Rybeck closed with a question to Mr. Rivera: From a policy perspective, what should the DIB do jointly as a public/private mobilization? Mr. Rivera responded that the DIB has a profound lack of awareness of the threat and an inability to quickly share intelligence and facilitate awareness. The best approach is to implement intelligence-driven threat hunting, because without awareness it's impossible to act quickly and appropriately to the threat. Many companies are buying cyber tools without really knowing why, even as they're putting out the small fires and thinking they are fixing the bigger problem. Without understanding the cyber landscape as well as knowing how to gather and consume actionable intelligence, your effect is limited.

**13. NIST Compliance – Imperative of Need** (Mr. Patrick Grimsley, TCJ6). Mr. Grimsley provided an overview of NIST compliance over the past three years and why NIST compliance is important. This is the third year of NIST self-assessments based on the 110 controls that began with a small force and now includes meeting with all USTRANSCOM transportation service providers individually. The one-on-one outbriefs have been very beneficial and the constant improvement has proven the NIST's worth. USTRANSCOM uses the NIST standards as the baseline, but the goal is to improve on them. The risk to USTRANSCOM's ability to project combat power is directly linked to its commercial partners, especially in the cyber realm. The top non-compliant controls observed are multifactor authentication, encryption (in transit and at rest), and complete system security plans. Mr. Houston Mills, UPS, raised his company's concern with some of the new standards and Mr. Ken Brennan, TCAQ, acknowledged UPS's concerns and assured him the Acquisition Directorate is working to address those concerns. MG Mike Wehr, TCJ5/J4, asked specifically about the pace of widespread multifactor authentication implementation. Given that credential harvesting is a top method for adversaries, Mr. Grimsley replied it will become the norm very soon. User name and password as a defensive wall is so easily breachable for an adversary as to be almost useless.

**14. Aviation Cyber Initiative (ACI)** (Mr. Al Burke, DOD Tri-Chair, HAF/A3). Mr. Burke briefed the attendees on the ACI and associated programs to reduce cybersecurity risks and improve cyber resilience to support safe, secure, and efficient operations of the Nation's aviation ecosystem. One focus is on developing real-time cyber anomaly and intrusion detection systems



on aircraft, since they are now essentially flying networks that are tempting and easy prey for a nation state,. Additionally, ACI conducts a Wright Brothers series of table top exercises. An upcoming exercise will look at the idea of a master cyber warning caution light on an aircraft and how the aircrew, mechanics, and air traffic controllers would use the system. As the Executive Director of the Policy Board of Federal Aviation, SES Wayne Schatz, HAF/A3, pointed out the connection between the Federal Aviation Administration and DOD is very important. After several years developing and maturing the ACI in partnership with the Departments of Homeland Security and Transportation, it now brings in the local airports, aircraft and component manufacturers, and the cargo/passenger carriers to address issues.

**15. Legislative Affairs Update** (Mr. Kurt LaFrance, USTRANSCOM Director Legislative Affairs). Mr. LaFrance quickly covered topics relating to legislative issues affecting DOD and the aviation industry. He mentioned the very effective Senate Armed Services Committee appearance on 13 Apr 21 by GEN Lyons and the upcoming 18 May 21 hearing with the House Armed Services Committee. A key focus on the Hill is contested logistics and what will come from the 2021 Mobility Capabilities and Requirements Study. From a programming perspective, USTRANSCOM is closely watching the party split in the House of Representatives. The thin margin of control for the Democrats may change with the 2022 mid-term elections and will make it very difficult to pass any legislation. House leadership wants to get as much legislation through now to avoid possible logjams later. On the Senate side, the even split is forcing a disproportionately high number of Vice Presidential tie-break votes. The split is also slowing DOD appointment confirmations as well, with more than two dozen awaiting votes. One legislative achievement was the \$1.9T American Rescue Plan which, among other things, extended the CARES Act payroll security with a portion going to two aviation sectors: airports and airlines. Another bill currently in negotiation addresses \$2.3T in infrastructure funds. Given the bill's contentious nature and the National Defense Authorization Act, which is also in work but overdue, Mr. LaFrance predicts this will consume most of Congress' time and recommends that anything needing action in Congress should be brought sooner than later for any chance of success. He also noted that a 10 year old law permitting DOD to guarantee a minimum level of business for CRAF carriers, was made permanent in late 2020 with passage of the FY21 NDAA. This authority, which has never been used, was originally intended to be used in the event an economic downturn threatened the ability to fully subscribe the CRAF program.

**16. Closing Remarks.** VADM Mewbourne asked the group if the EWG agenda is getting at the issues most important to the CRAF carriers. Mr. Hill noted the carriers' representatives to the CRAF Working Group help shape the agenda, and several carrier representatives affirmed the agenda was exactly what is needed. VADM Mewbourne thanked everyone for their time and the presenters for their thought-provoking briefings. VADM Mewbourne also extended an invitation for carrier visits to USTRANSCOM as normalcy returns. Mr. Bill Wernecke, Delta Airlines, offered congratulations to Mr. Hill on his retirement in June and thanked him for his contributions to the CRAF Program.

**17. Further Information.** You may contact Pat Kennedy, Interim CRAF Program Manager, USTRANSCOM TCJ5-I at (618) 220-1454 or [patrick.s.kennedy.civ@mail.mil](mailto:patrick.s.kennedy.civ@mail.mil).



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Mr. John Dietrich  
Mr. Ed Koharik  
Mr. Nick Scott  
Mr. Bill Wernecke  
Mr. Steve Harfst  
Mr. Ken Johnson  
Mr. Robert Ragar  
Mr. Dave Lange  
Mr. Angel Sepulveda  
Mr. Bill West, Jr.  
Ms Ginger Aipoalani-Jamieson  
Ms. Malia Dougan  
Mr. Bob Johnson  
Mr. Stephen Young  
Ms. Ashley Holmes  
Mr. Connie Kalitta  
Mr. Lynn Stauffer  
Mr. Rick Zerkel  
Mr. Ken Lundgren  
Ms Ann Campbell  
Ms. Terri Walker  
Mr. Jeff Crippen  
Ms. Trisha Frank  
Mr. Art Seabolt  
Mr. John Nardone  
Mr. Jeff Grenier  
Mr. Jim Stieve  
Mr. Spencer Pribble  
Ms Amy Groom  
Mr. Pete Lucs  
Mr. Sean Mason  
Mr. Tony Mellow  
Mr. Michael O'Brien  
Mr. Maurice Garcia  
Mr. Greg Hawkins  
Mr. Houston Mills  
Mr. Stephen Dix  
Mr. Ted Lytle  
Mr. Roman Anderson  
Mr. Michael Dunn

Air Transport Intl  
Alaska Airlines  
Alaska Airlines  
Allegiant Air  
Allegiant Air  
Amerijet Intl  
Amerijet Intl  
Atlas Air  
Atlas Air  
ATSG  
Delta Air Lines  
Delta Air Lines  
Eastern Airlines  
Eastern Airlines  
Everts Air Cargo  
FedEx  
FedEx  
FedEx  
Hawaiian Airlines  
Hawaiian Airlines  
Hawaiian Airlines  
Hawaiian Airlines  
JetBlue Airways  
Kalitta Air  
Kalitta Air  
Lynden Air Cargo  
National Airlines  
Northern Air Cargo  
Northern Air Cargo  
Omni Air Intl  
Omni Air Intl  
Omni Air Intl  
Polar Air Cargo  
Southwest Airlines  
Southwest Airlines  
Sun Country Airlines  
United Airlines  
United Airlines  
United Airlines  
United Airlines  
United Airlines  
UPS  
UPS  
UPS  
Western Global  
Western Global

**Industry (5)**

VADM (Ret) Andy Brown  
Mr. Craig Hymes  
Mr. Randy Martinez  
Mr. Jason Rivera  
Mr. Ted Rybeck

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