



**CIVIL RESERVE AIR FLEET (CRAF)
EXECUTIVE WORKING GROUP (EWG)
MEETING MINUTES
16 November 2017**

NOTICE

The purpose of the CRAF EWG is to provide a forum for the Department of Defense (DOD) to regularly interact with commercial carriers to evaluate issues and discuss possible changes for improving the CRAF program. The CRAF EWG is not a decision making body and decisions about the CRAF program are reserved for Government officials. CRAF EWG meetings occur twice a year. Regular membership of the CRAF EWG will normally include: Deputy Commander, USTRANSCOM (TCDC); Deputy Commander, Air Mobility Command (AMC/CD); Acquisitions (TCAQ); Operations (TCJ3); Strategic Plans, Policy, and Logistics (TCJ5/J4); Joint Distribution Process Analysis Center (TCAC); Judge Advocate (TCJA); AMC Director of Operations, Strategic Deterrence, and Nuclear Integration (AMC/A3/10); Joint Staff/Logistics (JS/J4) as well as representatives from CRAF air carriers. In addition, representatives from the Office of the Secretary of Defense for Transportation Policy, National Air Carrier Association (NACA), Air Transport Association, Department of Transportation (DoT), and the National Defense Transportation Association (NDTA) may be invited. Other guests may be included on an as-needed basis.

CARRIERS REPRESENTED

Carrier	Phone Number
ABX Air	937-382-5591
Air Transport Int.	970-316-1318
American	817-963-2524
Allegiant	702-927-2359
Atlas	562-810-2323
Delta	763-350-3712
Everts Air	907-322-2580
FedEx	901-224-6581
Hawaiian Airlines	808-227-5219
Kalitta Air	734-544-7016
Lynden Air	907-249-4100
Miami Air	305-876-3648
National Air Cargo	703-595-3731
National Defense Transportation Association	703-751-5011
Northern Air Cargo	907-351-0409
Omni Air International	918-831-3011
Sun Country Airlines	651-900-7160
United	713-324-9069
UPS	502-381-0808
USA Jet Airlines	734-547-7228
Western Global	941-725-5503



MEETING SUMMARY

1. Opening Remarks – Opening Remarks were delivered by TCDC, LtGen Broadmeadow, and AMC/CD Maj Gen Sharpy. Both welcomed all attendees. LtGen Broadmeadow and Maj Gen Sharpy reminded the attendees that this was an opportunity for the DOD to listen to their issues and concerns, especially in light of new challenges from contested environments. LtGen Broadmeadow emphasized the EWG as a forum for helping to frame issues through dialogue not power point. Mr. Sclarici led the group in a short round of introductions.
2. Administrative Comments and Review of EWG Action Items – Mr. Sclarici (TCJ5-IA)
 - a. Mr. Sclarici briefed general administrative concerns and reviewed the status of the three action items from the 19 April 2017 EWG. The Cyber Thin Line report to the NDTA Cyber Security Sub Committee Working Group chair was submitted on 30 June 2017 closing one action item. Two of the three remain open and will be carried forward until the next EWG. They are listed as Action Items 1 and 2 in the table below.
3. SDDC Operational Joint Force Deployment Support – COL Ed Maddox (SDDC)
 - a. COL Maddox discussed SDDC's recent efforts to improve Brigade Combat Teams (BCTs) deployment timing due to force drawdowns in Europe and South Korea.
 - b. Operation LOMBARDI SWEEP noted significant process improvements primarily at the load-out and upload at the port, resulting in a 49% improvement over previous efforts (104 days reduced to 53 days).
 - c. NDTA President, VADM (Ret) Brown asked that future troop rotations by air be included in future discussions. This will allow the community to see the aggregate effects across multiple modes of transportation (Action Item 3 in table below).
4. 2017 Contested Environment Wargame Review – Mr. Lance Carpenter (TCJ5-SS)
 - a. Mr. Carpenter briefed lessons learned from the USTRANSCOM wargame conducted 16-18 October 2017.
 - b. This was the first wargame that involved industry representatives from all modes of transportation exploring challenges associated with executing deployment and distribution operations in a contested environment.
 - c. Industry involvement in the wargame was positively received by the group, and is planned to increase in future wargames (Action Item 4 in table below).
5. Maersk Cyber Lessons Learned – Lt Col Kenneth Shirley (TCJ3-MA)
 - a. Lt Col Shirley discussed the NotPetya attack on Maersk which resulted in damages exceeding \$200M.
 - b. Some of the lessons learned included the value of maintaining current updates and anti-virus software (cyber hygiene), and the need to ensure the office responsible for updating systems is sufficiently manned to avoid a single point of failure. This was a



- key issue in the scenario faced by Maersk. In addition, having workable manual processes to maintain continuity of operations, as well as prompt notification of business partners, were cited as positive actions during Maersk's response.
- c. Comments from the working group attendees included the need for better partnership with the Department of Homeland Security, and the use of third party assessors to review/detect cyber vulnerabilities. Additionally, the potential inclusion of a cyber-audit during CARB safety inspections to help grow cyber awareness and understanding was discussed.
6. Acquisition Update on Contract Length and Structure – Mr. Mickey Muskopf (TCAQ-R).
 - a. Mr. Muskopf briefed the Contract Length and Structure Working Group's efforts. Items discussed included moving to a contract structure with a 2-year base with two 2-year options, as well as changes to entitlement and other industry related items such as force majeure, commitment requirements, etc. The next meeting on the draft Request for Proposal was held immediately following the CRAF EWG at the Scott Event Center.
 7. USTRANSCOM Operations Update – Lt Col Jason Mills (TCJ3).
 - a. Lt Col Mills briefed the audience on J3's efforts over the last few months. This included hurricane response activities, force flow conferences, and Combatant Command Synchronization conferences. Lt Col Mills explained that these requirements are then transmitted to our commercial partners through the TCJ3 Weekly Commercial Forecast.
 - b. It was during this session that the fifth action item was captured. TCDC made a request for all the participating CRAF carriers to forward TCJ3 their lessons learned from Puerto Rico Hurricane relief operations (Action Item 5 in table below).
 - c. During this session discussion focused on the need to utilize planning factors that allow USTRANCOM to purchase lift based on historic requirements and not solely on known requirements. The desire is to lock in carrier capacity more than 90 days out. TCAQ is developing this concept and was to start socializing it with carrier representatives at the Contract Length and Structure working group later that day.
 8. Legislative Update – Mr. Kurt LaFrance (TCLA)
 - a. Mr. LaFrance briefed attendees on the stagnant environment on Capitol Hill, revealing that only 1.16% of the 6,279 bills introduced in the 1st session of Congress actually became law. He optimistically forecasted that appropriations will be passed to keep the government running past 8 December, and that tax reform may be passed by January 2018.
 - b. He stated that changes to the 1500-hour rule, air traffic control privatization, a new Mobility Capability and Requirements Study, third-party cybersecurity assessments, and advanced airship technology were in the Defense and Transportation bills.
 9. Tall Rigid Cargo Transportability Analysis – Lt Col Gregg Johnson (TCAC)
 - a. Lt Col Johnson reported on his organization's analysis of the impact and transportability of Tall Rigid Cargo (TRC) given current and projected carrier fleet



changes. This study was recommended by the Contour Cargo Tiger Team briefing during the September 2016 CRAF EWG.

- b. During the course of the study it was discovered that only 20% of a typical Army Brigade Combat Team (BCT) deployment goes by air and of that only 20% goes by commercial air. Given that planning factor and the low and high end planning scenarios of 250 TRCs (low) and 600 TRCs (high) per BCT, there is sufficient capacity to move forecast TRC with existing B747 and MD-11 fleets. Other than one exception using the high end planning scenario, there is also sufficient capacity given projected fleet replacements of B747 and MD-11 with B777s.
- c. The study recommended continuing to monitor the numbers of TRCs being moved in the DTS, CRAF fleet changes, and B777 cargo floor modifications.

10. Open Skies Discussion – Mr. Oakley Brooks (NACA).

- a. Mr. Brooks' presentation laid out the opposing viewpoints on the Open Skies agreement between the United States and several Arabian Gulf States.
- b. The carriers that make up the "Partnership for Open and Fair Skies" contend that Arabian Gulf based carriers have received \$40B-\$50B in direct subsidies, a violation of the existing Open Skies Agreement.
- c. The "US Airlines for Open Skies" members counter that these agreements have provided significant benefits for US passenger and cargo airlines including the 5th freedom rights for cargo airlines. This in turn has helped US carriers maintain global delivery networks for which US businesses and the DOD have benefited.

QUESTIONNAIRE RESULTS

Approximately 7% of the questionnaires were returned. Room acoustics at the Scott Event Center remain a concern; however, temperature control was considered much improved. Top suggestions centered on getting an economic environment briefing from the carriers so DOD can better understand the changing business environment.

UPDATES/CORRECTIONS

Please use the USTRANSCOM J5-I point of contact listed for updates or corrections to these minutes.



ACTION ITEMS

ACTION ITEM	LEAD	STATUS UPDATE DUE
1. Develop operational projections that look at actual/emerging workload vice historical/statistical estimate to share both DOD forecasts and industry capacities to increase overall awareness of the available trade-space. Carried Over: need industry engagement.	OPR: TCJ3 (FUOPS) OCRs: Industry Partners, TCAQ, and TCAC	Open:
2. Use COINS to develop a “Top 10 List” of violators to allow addressing issues at unit level. Carried Over: AQ to continue to provide list to AMC/A4T to engage APODS where warranted. AMC/A4T to report on actions taken.	OPR: TCAQ and AMC/A4T OCR: as required by OPR	Open:
3. Provide projected increases for large Army movements by air.	OPR: TCAC OCR: SDDC, TCAQ, and TCJ3	Open:
4. Develop an understanding/picture of total commercial capacity for use in crisis action planning	OPR: TCJ3 OCR: TCAQ, TCJ5-I, TCAC, and AMC/A3B	Open:
5. Request fourth component data and lessons learned from Puerto Rico hurricane relief efforts.	OPR: TCJ3 OCR: Industry Partners, TCAQ, TCAC, and 618 AOC	Open: