

***UNITED STATES  
AIR FORCE  
WORKING CAPITAL FUND  
(Appropriation: 4930)***



**U.S. AIR FORCE**

***Fiscal Year (FY) 2014  
Budget Estimates  
April 2013***

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**AIR FORCE WORKING CAPITAL FUND  
FISCAL YEAR (FY) 2014  
BUDGET ESTIMATES  
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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***SUMMARY***

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## **Air Force Working Capital Fund Fiscal Year (FY) 2014 Budget Estimates**

The FY 2014 Air Force Working Capital Funds (AFWCF) Budget Estimates reflect current execution plans and Air Force initiatives to improve the efficiency and effectiveness of our activities while continuing to meet the needs of the war fighting forces. Successful WCF operations are essential to the Air Force mission. In order to continue as a world class operation, logistics and business processes are continuously improved to ensure war fighters receive the right item at the right place, right time and lowest cost.

### **Activity Group Overview**

The AFWCF conducts business in two primary areas: the Consolidated Sustainment Activity Group (CSAG) and the Supply Management Activity Group-Retail (SMAG-R). The Transportation Working Capital Fund (TWCF), for which the Air Force assumed responsibility of cash oversight in FY 1998, is part of this submission. However, United States Transportation Command (USTRANSCOM), rather than the Air Force, has the day-to-day management responsibility for TWCF operations.

### **Air Force Core Strategic Capabilities**

In support of Air Force core functions, the AFWCF activities provide maintenance services, weapon system parts, base and medical supplies, and transportation services. The working capital funds are integral to readiness and sustainability of our air and space assets and our ability to deploy forces around the globe and across any theater in support of Overseas Contingency Operations and National Military Strategy requirements. Maintenance depots provide the equipment, skills and repair services necessary to keep forces operating worldwide. Supply management activities procure and manage inventories of consumable and reparable spare parts required to keep all elements of the force structure mission ready. USTRANSCOM provides the worldwide mobility element of the global engagement vision. Directly or indirectly, working capital fund activities provide warfighters the key services needed to meet mission capability requirements.

## **Consolidated Sustainment Activity Group**

The mission of the Consolidated Sustainment Activity Group (CSAG) is supply management of reparable and consumable items, as well as maintenance services. The activity operates with two divisions: Maintenance and Supply.

The CSAG Supply Division is primarily responsible for Air Force-managed, depot-level reparable spares and consumable spares unique to Air Force. The Supply Division provides a wide range of logistics support services including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management and transportation. The CSAG Supply Division is committed to implementing improvements that meet customer demands and decrease cost by examining new ways of doing business and leveraging new technologies to support war fighter needs. The Supply Division works to reduce the impact of Diminishing Manufacturing Sources and Material Shortages (DMSMS) and other obsolescence issues associated with aircraft fleets of 24 years average age. Due to fleet age, the number of parts with no qualified manufacturing or repair source is expected to increase over the next decade. Additionally, suppliers are increasingly unwilling or unable to produce and/or repair aging spare parts. To address these DMSMS and other obsolescence issues, the Supply Division re-engineers parts which can no longer be produced or repaired. The Supply Division also proactively identifies parts for which availability is at risk due to DMSMS issues, taking appropriate action to minimize adverse impact to weapon system readiness or total ownership cost.

The CSAG Maintenance Division repairs systems and spare parts to ensure readiness in peacetime and to provide sustainment for current Overseas Contingency Operations (OCO). This division operates on funds received from customers through sales of services. In peacetime, the Air Force enhances readiness by efficiently and economically repairing, overhauling and modifying aircraft, engines, missiles, components and software to meet customer demands. The Maintenance Division's depots have unique skills and equipment required to support and overhaul both new, complex components as well as aging weapon systems. During wartime or contingencies, the depots can surge repair operations and realign capacity to support the war fighter's immediate needs. Additionally, initiatives are underway to ensure the depots are poised to fulfill war fighter mission needs with the best product at the best price. These initiatives include benchmarking programs to identify industry leaders in various production processes and the institutionalizing of lean principles within the workforce.

## **Supply Management Activity Group–Retail**

The Supply Management Activity Group-Retail (SMAG-R) manages over 1.4 million inventory items including weapon system spare parts, medical-dental supplies and equipment, and other supply items used in non-weapon system applications. The Air Force SMAG-R is a critical component in the support of combat readiness by procuring materiel and selling spares to authorized retail customers. The activity operates with three divisions: General Support, Medical Dental, and Academy. The Medical Dental Division inventory includes a War Reserve Materiel (WRM) Stockpile. WRM provides initial war fighting capability until re-supply lines can sustain wartime demands for medical and dental supplies and equipment.

## **Transportation Working Capital Funds**

USTRANSCOM's mission is to provide air, land, and sea transportation for the Department of Defense (DOD) in time of peace and war, with a primary focus on wartime readiness. The \$12.0 billion TWCF budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. The USTRANSCOM accomplishes its joint mission through three Component Commands: Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Surface Deployment and Distribution Command (SDDC). This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each component follows:

- Air Mobility Command provides airlift and aero-medical evacuation for U.S. forces.
- Military Sealift Command supports the nation by delivering common-user supplies and equipment across the world's oceans.
- Surface Deployment and Distribution Command provides global surface deployment and distribution services to meet the nation's objectives.

USTRANSCOM components provide the critical link to the Services' core competencies in organizing, training, and equipping forces. They provide lines of communication to the Services, ensuring assets are available when needed for the transition from peace to war. The surge from peacetime sustainment to a massive deployment of people and material in support of Overseas Contingency Operations is the most recent example of USTRANSCOM's ability to execute its mission.

Their successes result from the synergy of military and commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning-all requiring the team efforts of the Commander's Staff and their components.

## Air Force Initiatives

A major Air Force initiative affecting the AFWCF is the re-structure of Air Force Materiel Command (AFMC) in August 2012. This reorganization effort consolidated 12 centers into five, moving away from a traditional management-staff model with a Center at each AFMC location, and creating lead Centers overseeing multiple locations for each of AFMC's core mission areas. This construct aligns AFMC's previous twelve-Center construct into a lean, mission-based, five-Center construct (AFMC 5-CC). AFMC 5-CC drives standard business processes and procedures across mission areas to produce long-term effectiveness and efficiencies. This reorganization aims to foster integration of maintenance and supply chain and improve life cycle management by (1) providing clearer lines of authority and responsibility; (2) establishing a single reporting chain between Program Executive Officers (PEO) and System Program Managers (SPM) for weapon system management across the lifecycle; and (3) facilitating adoption of OSD Product Support Business Model (PSBM) and execution of product support manager functions.

One of the five centers is the Air Force Sustainment Center (AFSC), headquartered at Tinker AFB OK. The AFSC manages, plans, and executes sustainment-related activities, supply chain functions and depot maintenance activities across the Air Force. The AFSC, partnering with the Air Force Life Cycle Management Center (AFLCMC), will plan for weapon system support (WSS) for weapon systems throughout the life cycle. The AFSC brings greater synergy of supply and depot maintenance activities and facilitates the implementation of standard business processes across the enterprise. With supply chain management and depot maintenance functions in one organization, the AFSC analyzes and develops sustainment-wide procedures, processes, and metrics with the ultimate goal of increasing availability, capability and affordability. This construct provides greater ability to posture for additional workload and preserves the viability of depot maintenance and supply chain capabilities of the Air Force.

The former Air Logistics Centers (ALCs) are re-designated as Air Logistics Complexes (remain as acronym ALC) and report directly to the AFSC. The AFSC will execute and consolidate oversight of maintenance and supply chain activities at each ALC. Depot locations are:

Ogden Air Logistics Complex (OO-ALC), Ogden UT  
Oklahoma City Air Logistics Complex (OC-ALC), Oklahoma City OK  
Warner Robins Air Logistics Complex (WR-ALC), Warner Robins GA  
Aerospace Maintenance and Regeneration Group (AMARG), Tucson AZ

The AF Global Logistics Support Center (AFGLSC) at Scott AFB, responsible for Air Force-wide supply chain management was integrated into the new AFSC with two Supply Chain Management wings reporting directly to the AFSC. Each Air Logistics Complex has an Aircraft Sustainment Division (ASD) which provides horizontal integration across program management/product support, depot operations, and the supply chain associated with the Air Logistics Complex location.

As part of on-going Air Force efficiency initiatives, the AFWCF will incrementally achieve savings in Depot Maintenance and Supply Chain management activities. Supply Chain efficiency initiatives include optimizing on-hand AF inventory to reduce buy and repair costs, improving asset visibility to reduce requisition redundancies, and expediting asset movement through the distribution pipeline. The Depot Maintenance complexes will target consumption reductions associated with improvements of aircraft flowdays and repair services.

The Air Force campaign called eLog21 or Expeditionary Logistics for the 21st Century is designed to bring logistics operations into the 21st Century by modernizing processes and systems with new expeditionary, network-centric, enterprise wide processes and systems. As processes continue to be improved, the war fighter will receive the right support at the right place and the right time. eLog21 is an umbrella effort made of strategic initiatives that focus on improving processes and information technology so that the Air Force can achieve the goals of increased equipment availability and reduced Operations and Support costs. With those goals in mind, the Air Force is implementing initiatives that capitalize on industry best practices used in the areas of repair processes, inventory management and cost control. Several initiatives included under the umbrella of eLog21 are detailed in the CSAG Overview section of this budget submission.

Initiatives beyond eLog21 continue to impact AFWCF activities. The Air Force formally builds functional and financial performance plans to assess business operations at Air Force Materiel Command and Air Logistics Complexes. Additionally, the Air Force continues to make improvements in our financial and reporting structures through close cooperation with the Office of the Secretary of Defense and the Defense Finance and Accounting Service. Financial reporting improvements allow us to work closely with customers by having consistent and timely data, resulting in the ability to identify discrepancies between the accounting system and the logistics feeder systems from which data is supplied.

## **Direct Appropriations**

In FY 2012, AFWCF requested a total of \$77.4 million in direct appropriations. Air Force received \$65.4 million for Medical Dental War Reserve Material (WRM) requirements; USTRANSCOM received Overseas Contingency Operations (OCO) funding for transportation of Fallen Heroes, \$10 million, and for container deconsolidation, \$2.0 million.

In FY 2013, AFWCF requested \$285.9 million in direct appropriations. Air Force requested \$45.5 million for Medical Dental WRM; USTRANSCOM requested OCO funding for transportation of Fallen Heroes, \$10.0 million, and for C-17 Engine Maintenance, \$230.4 million.

In FY 2014, AFWCF requests a total of \$150.2 million in direct appropriations. Air Force requests \$61.7 million for Medical Dental WRM; and USTRANSCOM requests OCO funding for transportation of Fallen Heroes, \$10.0 million, and C-17 Engine Maintenance, \$78.5 million.

## **Cash Management**

In FY 2012, AFWCF cash decreased from the beginning of period balance of \$1026.2 million, 8 days of cash, to \$811.3 million, 6 days of cash. This cash reduction is attributed to \$370.0 million transferring to Air Force Operation and Maintenance appropriation with approval of OSD and Congress.

In FY 2013, AFWCF cash is projected to decrease for an ending balance of \$536M, 4 days of cash. This balance decreased primarily due to Air Force setting rates to return prior year gains in FY 2013. Plus the impact from the FY 2012 transfer of \$370M was not recovered in rates. The Air Force will take appropriate action to ensure Total AFWCF (includes TWCF) cash levels remain adequate for operational and capital program disbursements.

In FY 2014, AFWCF cash decreases from \$536M to \$527M, 4 days of cash. This cash level reflects the impact of the \$370M transferred to Air Force Operation and Maintenance appropriation in FY 2012. The Air Force will take appropriate action in FY 2013 and FY 2014 to ensure cash levels remain adequate for operational and capital program disbursements.



Air Force Working Capital Fund Cash			
Including TWCF			
(Dollars in Millions)			
	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
BOP Cash Balance	1,026.3	811.3	535.6
Disbursements	25,751.5	25,539.2	27,239.2
Collections	25,829.1	24,977.7	27,080.4
Transfers (Net)	(370.0)	.0	.0
Direct Appropriations			
Fallen Heroes	10.0	10.0	10.0
C-17 Engine Maintenance	.0	230.4	78.5
War Reserve Material	65.4	45.5	61.7
Container Deconsolidation	2.0	.0	.0
EOP Cash Balance	811.3	535.6	527.0
7-Days of Cash	967.2	967.5	994.0
10-Days of Cash	1,280.5	1,286.0	1,321.3

Air Force Working Capital Fund  
Total Fund Summary  
(Dollars in Millions)

	FY 2012	FY 2013	FY 2014
Total Revenue	25,687.4	25,695.0	27,738.2
Cost of Goods Sold	25,454.4	26,333.2	27,375.0
Adjustment for War Reserve Material NOR	(40.5)	(45.5)	(61.7)
Net Operating Result (NOR)	192.5	(683.6)	301.6
Accumulated Operating Result (AOR) <sup>1</sup>	583.4	(331.4)	(10.0)
Civilian End Strength	31,178	30,254	30,085
Military End Strength	12,804	14,273	14,443
Civilian Workyears	31,496	30,714	29,891
Military Workyears	11,640	12,713	12,863
Capital Budget	293.7	374.6	346.0
Direct Appropriation <sup>2</sup>	77.4	285.9	150.2

1 - Includes Non-Recoverable AOR Adjustments

2 - Includes WRM, Container Deconsolidation, Transportation of Fallen Heroes, and C-17 Engine Maintenance

***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***OPERATING BUDGET***

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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**  
***CONSOLIDATED SUSTAINMENT***  
***ACTIVITY GROUP***

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## **Consolidated Sustainment Activity Group Fiscal Year (FY) 2014 Budget Estimates**

The Consolidated Sustainment Activity Group (CSAG) is an innovative approach to business in the U.S. Air Force Working Capital Fund (AFWCF). The CSAG reflects the combination of the Depot Maintenance Activity Group (DMAG) and the Material Support Division (MSD) from the Supply Management Activity Group into a single enterprise in FY 2009. This consolidation eliminated internal financial transactions between MSD and DMAG and is structured to improve customer support by efficiently working as one entity. Under CSAG, business operations formerly known as DMAG are characterized as the Maintenance Division. Likewise, business operations formerly known as MSD are designated the Supply Division. Beginning in FY2014, the Maintenance Division will resume billing the Supply Division for repairs accomplished for Supply. In FY 2015, the Supply Division will bill the Maintenance Division for materials that Maintenance is currently receiving without charge. These changes are planned to support Financial Improvement and Audit Readiness efforts and to ensure adequate available budgetary resources within the divisions.

The mission of CSAG is supply management of reparable and consumable items as well as maintenance services. Reparable supply items are economically maintained through overhaul or repair. Consumable supply items are consumed in use or discarded when worn out or broken because they cannot be repaired economically.

### **Maintenance Division Description**

The Maintenance Division repairs systems and spare parts to ensure readiness in peacetime and to provide sustainment for current Overseas Contingency Operations (OCO). The division operates on funds received from its customers through sales of its services. In peacetime, the Air Force enhances readiness by efficiently and economically repairing, overhauling and modifying aircraft, engines, missiles, components, and software to meet customer demands. The Maintenance Division's depots have unique skills and equipment required to support and overhaul both new, complex components as well as aging weapon systems. During the Contingency Operations, the Air Force depots can surge repairs and realign capacity to support the war fighter's immediate needs. Business initiatives are underway to reduce cost, improve performance and increase availability of aircraft through an enterprise-wide repair capability managed within a centralized repair network. These improvements are critical to the Maintenance Division remaining a fundamental element of both readiness and sustainability by providing a cost effective, rapid repair capability.

The CSAG Maintenance Division ensures support of mission essential workloads and support of workloads that commercial sources cannot or will not perform. The division's services include repair, overhaul, and modification of aircraft, missiles, engines, engine modules and associated component items, exchangeable spare parts, and other major end items. Other services include local manufacture, software maintenance, aircraft storage and reclamation, and support to base tenants. Organic maintenance sites include:

Ogden Air Logistics Complex (OO-ALC), Ogden UT  
Oklahoma City Air Logistics Complex (OC-ALC), Oklahoma City OK  
Warner Robins Air Logistics Complex (WR-ALC), Warner Robins GA  
Aerospace Maintenance and Regeneration Group (AMARG), Tucson AZ

### **Supply Division Description**

The Supply Division is primarily responsible for Air Force-managed, depot-level reparable spares and consumable spares unique to the Air Force. Reparable supply items are economically maintained through overhaul or repair. Consumable supply items are consumed in use or discarded when worn out or broken because they cannot be repaired economically. In addition to management of these inventories, the Supply Division provides a wide range of logistics support services including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation. These CSAG Supply Division services were previously executed under the auspices of the Air Force Global Logistics Support Center (AFGLSC). A recent AFMC reorganization inactivated the AFGLSC, and integrated its activities into the newly formed Air Force Sustainment Center (AFSC) described in the AFWCF Overview. With supply chain management and depot maintenance functions in one organization, the AFSC analyzes and develops sustainment-wide procedures, processes, and metrics with the ultimate goal of increasing availability, capability, and affordability. This construct supports one of the Air Force distinctive capabilities, Agile Combat Support, providing greater ability to posture for additional workload and preserves the viability of depot maintenance and the supply chain.

### **CSAG Customer Base**

Maintenance and Supply customers include Air Force Major Commands (including Air National Guard & Air Force Reserves), the Army, the Navy, other WCF activities such as the Transportation Working Capital Fund, other government agencies, public-private partnerships, and foreign countries.



## CSAG Initiatives

Initiatives continue within the CSAG-Supply Division to modernize processes. The AFSC is transforming supply chain processes to improve weapon system and equipment availability and to deliver customer support with increased velocity. Continued emphasis is on cost control in order to provide the best value to the customer and achieve Department of Defense efficiency initiative goals. Supply Chain efficiency initiatives include optimizing on-hand AF inventory, identifying and resolving pricing/billing discrepancies, reducing reliance on Advisory and Assistance Services (A&AS) contracts, and capping civilian pay and travel expenditures beneath prior year execution rates.

In support of Maintenance Division, several Expeditionary Logistics for the 21st Century (eLog21) initiatives are underway with the intent of reducing depot maintenance cost, improving performance, and aircraft availability. Specifically, the Repair Network Integration (RNI) initiative aims to establish an enterprise-wide repair capability managed within a centralized repair chain that gains efficiencies through standardized repair processes; dynamically adjusts to changing demand; and effectively utilizes depots and Centralized Repair Facilities. Additionally, to increase aircraft availability, the Air Force is piloting a High Velocity Maintenance (HVM) program benchmarked against best practices in the civilian aviation industry. HVM facilitates dramatic improvements in “how” the work is accomplished, resulting in reduced aircraft down time. Key tenets of HVM are to establish “mechanic centric focus” processes that keep the mechanic on the aircraft turning wrenches; to advance aircraft condition knowledge; and to divide work packages into more manageable, executable packages.

These improvements are critical to the Maintenance Division fundamentally supporting readiness and sustainability by providing a cost effective, rapid repair capability. The Maintenance Division will: a) continue to provide a core Air Force depot capability to retain an in-house source of technical competence; b) continually seek new methods for efficient use of resources such as partnering, government owned/contractor operated facilities, and field teams augmenting in-house operations; and c) continue to find innovative ways to decrease flow days for systems and components, increase parts availability to the repair line, and control material costs through process reviews, adoption of commercial practices, and engineered standards.

## CSAG Financial and Performance Summary

<b>Financial Performance (\$ Millions)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Total Revenue	8,788.3*	8,370.7*	10,888.6*
Total Expenses (w WIP)	8,557.4	8,803.8	10,697.4
Net Operating Results	230.8	(433.1)	191.2
Accumulated Operating Results**	592.5	6.4	0

\* Includes revenue adjustment to account for depreciation recognized on buildings capitalized into the Maintenance Division.

\*\* Includes non-recoverable adjustments affecting AOR in FY 2013 and FY 2014.

<b>Cash: (\$ Millions)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
BOP Cash Balance	465.6	325.8	142.1
Disbursements	8,688.9	8,604.1	10,497.8
Collections	8,744.0	8,637.3	10,479.8
Net Transfers*	(194.8)	(217.0)	0.0
Change in Cash	(139.8)	(183.7)	(18.0)
Cash Balance	325.8	142.1	124.1
<b>7 Days of Cash</b>	<b>341.4</b>	<b>362.7</b>	<b>401.2</b>
<b>10 Days of Cash</b>	<b>456.0</b>	<b>487.1</b>	<b>537.7</b>

\*FY 2012 Net Transfer includes \$144.9 million transferred to TWCF. The FY 2012 Net Transfer also includes \$250 million reprogrammed to AF Operation and Maintenance and the receipt from SMAG-R of \$200 million to correct an end of year FY 2011 accounting error. FY 2013 includes proposed transfer of \$217 million to TWCF for Airlift Readiness Account (ARA) (total transfer is \$282 million, balance is transferred from GSD). For FY 2012 – FY 2014, without the transfer to USTRANSCOM, the CSAG FY 2013 and FY 2014 balances would be \$359.1 million and \$341.1 million, respectively. Throughout FY 2013 execution, the Air Force will take appropriate action to ensure Total AFWCF (AFWCF plus TWCF) cash levels remain adequate for operational and capital program disbursements.

<b>Stabilized Sales Rates and Prices</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Maintenance Composite Sales Rate per hour	268.98	282.85	294.34
Maintenance Rate Change	(3.31%)	5.16%	4.06%
Supply Unit Cost	0.70	0.79	1.27
Supply Customer Price Change	(.97%)	4.02%	3.80%

<b>CSAG Manpower Resources:</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Civilian End strengths	26,809	25,714	25,600
Civilian Full Time Equivalents	27,044	26,211	25,443
Military End strengths	216	225	225
Military Workyears	150	169	168

End strength for both CSAG Supply and Maintenance Divisions decreases through FY 2014. CSAG Supply Division end strength decreases are due to eliminating duplicative supply positions. CSAG Maintenance Division end strength decreases in response to total carryover and new orders declining.

<b>Capital Budget Program Authority</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>(\$Millions):</b>			
Equipment – Weapon System Support/Test	129.7	145.1	143.6
ADPE & Telecom	8.7	6.9	9.5
Software Development	8.0	12.2	6.3
Minor Construction	3.4	6.7	9.9
<b>TOTAL</b>	<b>149.9</b>	<b>171.0</b>	<b>169.3</b>

<b>Maintenance Depot Six Percent Capital Investment Plan (\$Millions):</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Required Investment	274.0	272.0	278.5
Total Investment Budgeted	327.6	307.9	316.2
Percent Invested	7.2%	6.8%	6.8%

<b>Supply Mission Capable (MICAP) Hours*</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Actual Performance	859		
Objective	985	889	889

\*Hours in Thousands

Mission Incapable (MICAP) Hours are the sum of hours a customer waits for a part that grounds an aircraft, piece of equipment, or vehicle. For every day during the month the requisition is unfilled, 24 hours are assigned to the requisition. Each fiscal year, the MICAP hours target change. A negotiation process between the Source of Supply and System Program Office determines the target. The two negotiating agencies review issues affecting weapon systems. Examples of issues considered are: National Stock Numbers used in the current fiscal year may not be demanded in the next fiscal year; fleet increases or decreases; planned changes in Programmed Depot Maintenance numbers; implementation of major projects; major cyclical maintenance; and observed MICAP trends over the last three years. The MICAP objective for FY 2013 and FY 2014 reflects the negotiated hours. Actual performance for FY 2012 MICAP hours has been the result of the improvement initiatives implemented across the enterprise as part of the strategic goals to improve warfighter support.

<b>Supply Customer Wait Time (CWT)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Actual Performance	5.5		
Objective	7.5	7.5	7.5

Customer Wait Time (CWT) is the average number of days accrued from the time a customer orders a spare part until the part is received. As Air Force systems continue to age, the enduring challenge in FY 2013 and FY 2014 will be the diminishing manufacturing base for the associated parts. Additionally, Air Force has seen an increase in nonconforming and counterfeit parts. These challenges slow the responsiveness of the supply chain and must be mitigated effectively when encountered. Actual performance reported for FY 2012 CWT has the worst 1% of transactions removed and thus lowers the overall average.

<b>Supply Stockage Effectiveness</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Actual Performance	82.8%		
Objective	83.0%	83.0%	83.0%

Stockage Effectiveness (SE) measures how often the supply system has available for immediate sale those items demanded at base and depot level supply locations. FYs 2006 - 2008 averaged 81.6%. FYs 2009 - 2011 dropped to 80.9%.

### **Supply Undelivered Orders**

<b>Undelivered Orders (\$ Millions)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Supply Division	3,688.4	3,651.5	3,615.0

Decreases in FYs 2013 and 2014 undelivered orders are predominately due to adjustments in customer requirements.

### **Supply Item Quantity Requirements**

<b>Item</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Number of Issues	2,035,318	1,453,723	1,410,111
Number of Receipts	1,877,479	1,958,858	1,900,092
Number of Requisitions <sup>(1)</sup>	561,422	798,039	774,097
Contracts Executed <sup>(2)</sup>	2,654	3,221	2,936
Purchase Inflation	4.00%	3.00%	3.00%
Items Managed	91,108	91,108	91,108

(1) Requisitions are lower than issues due to Supply requisitions containing quantities greater than one, while issues are counted per unit. For example, one requisition for a National Stock Number (NSN) may order a quantity greater than one. When the requisitioned NSNs are issued, each unit is counted as an individual issue.

(2) Contracts containing multiple fund citations have been omitted because the current contracting system cannot distinguish Supply funding under those conditions.

<b>Maintenance Direct Production Earned Hours Produced</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Hours in Thousands	23,073	23,651	22,966

Workload projections are expressed in Direct Production Earned Hours (DPEHs). The table above includes DPEHs produced with overtime. DPEH is an hour earned by a direct employee against an established work order in the performance of depot work on an end item. In FY 2013, DPEHs produced increase as work from prior years is completed and carry-out into FY 2014 is reduced. In FY 2014, decreased total carryover and new orders require less personnel to produce fewer hours of work.

### **Due Date Performance and Quality Defect Rate**

	<b>Goal</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY2014</b>
Due Date Performance <sup>(1)</sup>	95%	95%	95%	95%
Quality Defect Rate <sup>(2)</sup>	.22	.27	.22	.22

(1) The Due Date Performance metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2012 Due Date Performance of 95% continues to progress due to efficiency improvements and increased parts supportability.

(2) Quality Defect Rate measures the number of quality defects identified by the customer after the end item is returned to the customer which is expressed in defects per aircraft. The FY 2012 Quality Defect Rate of .27 was driven by an increased number of defects on the C-130 and KC-135 platforms which negatively affected the annual quality rating.

Fund 2  
(Dollars in Millions)

Changes in the Cost of Operations  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Maintenance Division**

	FY2012 to FY2013	FY2013 to FY2014
<b>Cost of Operations</b>		
Organic BOP	4,751.236	5,002.513
Contract BOP	.000	.000
<b>Cost of Operations</b>	<b>4,751.236</b>	<b>5,002.513</b>
<b>ANNUALIZATION</b>		
Annualization of Civilian Pay	.000	1.414
Annualization of Military Pay	.041	.043
<b>TOTAL ANNUALIZATION</b>	<b>.041</b>	<b>1.457</b>
<b>PRICE CHANGES</b>		
Civilian Pay Raises	8.182	16.566
Military Pay Raises	.169	.165
Material Price Growth	47.181	121.982
Fuel Price Growth	(.773)	(.718)
Other Growth	12.769	14.208
<b>TOTAL PRICE CHANGES</b>	<b>67.528</b>	<b>152.203</b>
<b>PRODUCTIVITY SAVINGS</b>		
<b>TOTAL PRODUCTIVITY SAVINGS</b>	<b>.000</b>	<b>.000</b>
<b>PROGRAM CHANGES</b>		
Labor Workload	(57.881)	(68.715)
Material Workload	103.815	(151.036)
BOS	17.391	.528
Contract Changes	.000	.000
<b>TOTAL PROGRAM CHANGES</b>	<b>63.325</b>	<b>(219.223)</b>

Fund 2  
(Dollars in Millions)

Changes in the Cost of Operations  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Maintenance Division**

	FY2012 to FY2013	FY2013 to FY2014
<b>OTHER CHANGES</b>		
Data Systems Support	5.708	(.009)
Data Systems Development	4.239	(.052)
Equipment Depreciation	16.108	5.465
Minor Construction Depreciation	.406	.274
Data System Depreciation	(6.905)	(5.200)
Travel & Transportation	4.862	.098
Communications	.830	(.040)
Utilities	3.434	(.542)
Equipment Rental	.898	(.199)
Printing & Equipment	.673	(.044)
Equip/Vehicle Rep & Maintenance	29.391	14.486
Custodial	3.542	(.141)
Facility Maintenance	8.603	3.578
Training	1.475	(.348)
Environmental	.000	.000
Miscellaneous	47.117	2.462
<b>TOTAL OTHER CHANGES</b>	<b>120.383</b>	<b>19.790</b>
<b>TOTAL CHANGES</b>	<b>251.277</b>	<b>(45.773)</b>
<b>Cost of Operations</b>		
Organic EOP	5,002.513	4,956.740
Contract EOP	.000	.000
<b>Total Cost of Operations</b>	<b>5,002.513</b>	<b>4,956.740</b>



Fund 6  
(Dollars in Millions)

Depot Maintenance Six Percent Capital Investment Plan  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Maintenance Division**

	<u>Revenue</u>			<u>Budget Capital</u>			<u>Difference</u>		
	<u>2010-2012</u>	<u>2011-2013</u>	<u>2012-2014</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
							<u>6.00%</u>	<u>6.00%</u>	<u>6.00%</u>
Revenue									
Working Capital Fund	4,567.000	4,534.000	4,642.000						
Appropriations	.000	.000	.000						
Total Revenue	4,567.000	4,534.000	4,642.000						
Required Investment	274.020	272.040	278.520						
AF Depot Investment									
Facility Restoration & Modernization <sup>1</sup>				64.615	66.460	66.032			
Equipment				114.424	73.729	79.155			
Equipment Expense				.448	6.567	6.784			
Aircraft Procurement (3010) <sup>2</sup>				113.976	67.162	72.371			
WCF Capital Investment Program				143.115	160.605	162.431			
Productivity Enhancements <sup>3</sup>				5.431	7.089	.000			
AF MILCON (3300)				.000	.000	8.600			
Component Total Investment				327.585	307.883	316.218			
Variance of Required to Actual Investment (Postive number exceeds 6% requirement)							53.565	35.843	37.698

1. Per FY 2012 National Defense Authorization Act (NDAA), sustainment of facilities is not included in the 6% calculation and has been removed from the line previously named "Facility Sustainment, Restoration & Modernization."

2. Efforts funded with Aircraft Procurement (3010) include: support equipment development, procurement, installation and validation; tooling manufacturing and modification; software licensing and testing; engineering support; test equipment; and repair manuals.

3. Applicable to transitioning equipment/technology through prototyping, testing, demonstration, and production qualification to utilization in the depot production environment.

4. Percentage calculations are based upon 3-Year revenue averages by Complex and are shown below with actual/budgeted investments for FY12, FY13, and FY14.

OC-ALC: \$165M ( 8%), \$149M (7%), \$120M (6%)

OO-ALC: \$104M (10%), \$84M (9%), \$120M (12%)

WR-ALC: \$59M (5%), \$75M (6%), \$76M (6%)

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG**

	FY2012	FY2013	FY2014
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	286.893	192.615	262.294
(b) Missile Procurement	10.731	.102	.111
(c) Other Procurement	.000	.000	.000
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF (w/OCO)	4,944.751	4,469.690	4,775.489
(f) Operations & Maintenance - AFRC (w/OCO)	564.535	514.632	532.960
(g) Operations & Maintenance - ANG (w/OCO)	1,158.495	1,188.536	1,201.628
(h) Research & Development - AF	164.248	106.981	80.608
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	.000	.000	.000
(k) Guard Personnel - ANG	(.026)	.000	.000
(l) Family Housing	.000	.000	.000
(m) Special Trust Funds	.000	.000	.000
(n) Other Air Force	.960	1.870	2.064
(o) Other	.000	.000	.000
<b>Total Air Force</b>	<b>7,130.587</b>	<b>6,474.425</b>	<b>6,855.154</b>
(2) Army	29.839	30.409	32.520
(3) Navy	233.025	258.038	260.589
(4) Marine Corps	2.662	2.974	3.211
(5) MAP/Grant Aid	.000	.125	.138
(6) Other DOD	347.666	400.377	429.897
<b>Total DOD excluding WCF</b>	<b>7,743.779</b>	<b>7,166.348</b>	<b>7,581.509</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) AF Supply Mgmt Activity Group - Retail	34.177	47.036	109.074
(2) Transportation Activity Group - TRANSCOM	496.540	446.135	439.447
(3) Other WCF Activity Groups	85.302	85.937	90.987
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply	.000	.000	2,509.468
<b>Total Other Fund Activity Groups</b>	<b>616.020</b>	<b>579.108</b>	<b>3,148.976</b>
<b>c. Other Internal to AF Consolidated Sustainment Activity Group</b>			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	1,702.015	1,770.437	1,734.227
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	2,409.685	2,705.318	(.000)
<b>Total Internal AF Consolidated Sustainment Activity Group</b>	<b>4,111.700</b>	<b>4,475.754</b>	<b>1,734.227</b>

Fund 11 CSAG

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG**

	FY2012	FY2013	FY2014
<b>d. Grand Total DOD</b>	<b>12,471.499</b>	<b>12,221.210</b>	<b>12,464.712</b>
<b>e. Other Orders</b>			
(1) Other Federal Agencies	24.617	35.868	29.487
(2) Non Federal Agencies	160.532	341.047	393.960
(3) FMS	261.696	233.894	264.416
<b>Total Other Orders</b>	<b>446.845</b>	<b>610.809</b>	<b>687.864</b>
<b>Total New Gross Orders</b>	<b>12,918.344</b>	<b>12,832.019</b>	<b>13,152.576</b>
<b>Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG) *</b>	<b>8,806.644</b>	<b>8,356.264</b>	<b>11,418.349</b>
<b>2. Carry-In Orders</b>	<b>1,661.141</b>	<b>1,511.651</b>	<b>1,411.600</b>
a. Carry-over Execution Adjustment	(50.021)	.000	.000
<b>3. Total Gross Orders</b>	<b>14,579.485</b>	<b>14,343.670</b>	<b>14,564.176</b>
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	1,702.015	1,770.437	1,734.227
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	2,409.685	2,705.318	(.000)
<b>Total External Gross Orders</b>	<b>10,467.784</b>	<b>9,867.915</b>	<b>12,829.949</b>
<b>4. Gross Revenue</b>	<b>8,906.112</b>	<b>8,456.315</b>	<b>10,920.044</b>
<b>5. End of Year W-I-P</b>	<b>44.639</b>	<b>19.370</b>	<b>19.370</b>
<b>6. Exclusion (Non-DoD, BRAC, and FMS)</b>	<b>233.773</b>	<b>422.224</b>	<b>482.188</b>
<b>7. Funded Carryover</b>	<b>1,233.239</b>	<b>970.005</b>	<b>1,408.347</b>

\*The large increase in external orders from FY13 to FY14 is due to the Maintenance Division resuming billing to Supply Division for repairs accomplished for Supply. This change is planned to support Financial Improvement and Audit Readiness efforts and to ensure adequate available budgetary resources within the divisions. The orders for those repairs are reflected on line 1.b.(5) AF CSAG Supply in FY2014; they are reflected on line 1.c.(2) Internal Material Repair Orders (Supply Orders to Maintenance) for FY2012 and FY2013.

Fund 11A  
(Dollars in Millions)  
CSAG - Maintenance Division

Carryover Reconciliation  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

External Orders	FY2012	FY2013	FY2014
Gross Carry-in	1,553.071	1,346.749	1,265.571
Adjustments to Carry-In During Execution	(50.021)	0.000	0.000
WIP	35.440	44.199	19.336
1 Net Carry-in	1,467.610	1,302.550	1,246.235
2 Revenue (Billings)	3,635.868	3,739.685	5,998.208
3 New Orders	3,479.567	3,658.507	6,339.096
4 Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	233.773	422.224	482.188
Exclusion (Unplanned Orders, Inducted Late)	195.104	0.000	0.000
Exclusion Adjustment	0.000	0.000	0.000
Total Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	428.877	422.224	482.188
5 Orders for Carry-over Calculation	3,050.689	3,236.282	5,856.907
6 Weighted Composite Outlay Rate (New Orders)	61.74%	63.74%	70.61%
7 Carry-over Rate (New Orders)	38.26%	36.26%	29.39%
Carry-over Rate (Prior Year Multi-Year Funds)	100.00%	100.00%	100.00%
Carry-over Rate (Prior Year Software)	19.68%	24.25%	23.51%
8 Allowable Carry-over (New Orders)	1,167.142	1,173.364	1,721.251
Allowable Carry-over (Prior Year Multi-Year Funds)	0.000	0.000	0.000
Allowable Carry-over (Prior Year Software)	80.363	124.451	101.099
Total Allowable Carry-over	1,247.505	1,297.816	1,822.350
9 Unbilled Balance	1,346.749	1,265.571	1,606.458
Exclusion Adjustment	0.000	0.000	0.000
Total Unbilled Balance	1,346.749	1,265.571	1,606.458
10 Work-in-Process Carry-over	44.199	19.336	19.336
11 Actual Carry-over	1,302.550	1,246.235	1,587.122
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	53.659	274.254	312.729
Exclusion (Late Inducted Orders)	173.671	0.000	0.000
12 Calculated Actual Carry-over	1,075.219	971.981	1,274.394
Excess Carryover (Negative number best)	(172.286)	(325.835)	(547.956)

The large increase in New Orders from FY13 to FY14 is due to the Maintenance Division resuming billing to Supply Division for repairs accomplished for Supply. This change is planned to support Financial Improvement and Audit Readiness efforts and to ensure adequate available budgetary resources within the divisions.

Fund 14  
(Dollars in Millions)

Revenue and Expenses  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG

	FY2012	FY2013	FY2014
<b>Revenue:</b>			
<b>Income:</b>			
Maintenance Division	3,635.868	3,739.685	5,998.208
Supply Division (Material Gross Sales)	5,270.244	4,716.630	4,921.836
Less Credit Returns	155.577	133.311	134.386
<b>Total Income</b>	<b>8,750.535</b>	<b>8,323.004</b>	<b>10,785.658</b>
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	40.375	42.256	97.413
<b>Total Other Revenue</b>	<b>40.375</b>	<b>42.256</b>	<b>97.413</b>
<b>Total Revenue</b>	<b>8,790.910</b>	<b>8,365.260</b>	<b>10,883.071</b>
<b>Expenses:</b>			
Maintenance Division			
Cost of Repair (Direct and POH Costs)	4,270.360	4,414.191	4,354.973
Supply Division			
Cost of Material Sold	383.494	448.313	424.043
Cost of Material Repair	1,478.203	1,359.930	3,309.281
Condemnation Material Expense Recovery (CMER)	837.937	832.579	774.544
Other Expenses	14.099	42.256	97.413
<b>Subtotal Material &amp; Other Expenses</b>	<b>2,784.159</b>	<b>2,683.078</b>	<b>4,605.281</b>
Business Operations			
Military Personnel	15.767	10.275	10.438
Civilian Personnel	390.306	398.990	395.292
Travel & Transportation of Personnel	3.393	5.187	5.308
Materials & Supplies	43.030	48.747	48.578
Equipment	39.424	51.544	66.033
Other Purchases from Revolving Funds	304.804	327.506	328.480
Transportation of Things	50.094	68.535	54.818
Capital Investment Depreciation	68.593	64.727	57.736
Printing and Reproduction	1.066	1.820	1.849
Advisory and Assistance Services	62.441	39.955	40.022
Rent, Comm, Utilities and Misc Charges	75.890	112.823	112.557
Other Purchased Services	455.065	551.200	616.024
Cost of Direct Reimbursable Material	.000	.000	.000
Initial Spares	.000	.000	.000
Other Direct Reimbursements	.000	.000	.000
<b>Total Operating Expenses</b>	<b>1,509.873</b>	<b>1,681.310</b>	<b>1,737.136</b>

Fund 14 CSAG

Fund 14  
(Dollars in Millions)

Revenue and Expenses  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG**

	FY2012	FY2013	FY2014
<b>Total Expenses</b>	<b>8,564.392</b>	<b>8,778.579</b>	<b>10,697.390</b>
Work in Process, Beginning of Year	37.720	44.639	19.370
Work in Process, End of Year	44.639	19.370	19.370
Work in Process, Change	6.919	(25.268)	.000
<b>Total Expenses Adjusted for Work in Process</b>	<b>8,557.473</b>	<b>8,803.847</b>	<b>10,697.390</b>
<b>Operating Results (Net Operating Results on 1307 - Line 11)</b>	<b>233.437</b>	<b>(438.587)</b>	<b>185.682</b>
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes	(2.643)	5.443	5.515
<b>Net Operating Result (Recoverable NOR on 1307 - Line 13)</b>	<b>230.795</b>	<b>(433.144)</b>	<b>191.197</b>
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	361.731	592.526	6.381
<b>Accumulated Operating Result</b>	<b>592.526</b>	<b>159.381</b>	<b>197.578</b>
Non-Recoverable Adjustment Impacting AOR	.000	(153.000)	(197.578)
<b>Accumulated Operating Result for Budget Purposes</b>	<b>592.526</b>	<b>6.381</b>	<b>(.000)</b>

Fund 16  
(Dollars in Millions)

Material Inventory Data  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Maintenance Division**

	FY2012	FY2013	FY2014
<b>1. Material Inventory BOP</b>	<b>115.655</b>	<b>115.655</b>	<b>116.034</b>
<b>2. A. BOP Reclassification Changes</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>B. Adjust to Standard Prices</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. A. Price Changes</b>	<b>.000</b>	<b>.379</b>	<b>(.639)</b>
<b>B. Inventory Reclass &amp; Repriced</b>	<b>115.655</b>	<b>116.034</b>	<b>115.395</b>
<b>4. Receipts from Commercial Sources</b>	<b>1,887.841</b>	<b>1,967.428</b>	<b>1,933.159</b>
<b>5. Negotiated Purchases from Customers</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>6. Gross Sales</b>	<b>1,887.841</b>	<b>1,967.428</b>	<b>1,933.159</b>
<b>7. Inventory Adjustments</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>8. Inventory - End of Period</b>	<b>115.655</b>	<b>116.034</b>	<b>115.395</b>
<b>A. Economic Retention (Memo)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>B. Policy Retention (Memo)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>C. Potential Excess (Memo)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>D. Other (Memo)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>9. Inventory On Order (EOP)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>

SM-1  
(Dollars in Millions)

Supply Management Summary  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

	Peacetime Inventory	Net Customer Orders	Net Sales	Obligation Target			Total	Variability	Target Total
				Operating	Mobilization	Other		Target	
FY2012	15,956.662	5,171.500	5,114.668	3,521.896	.000	66.294	3,588.190	200.000	3,788.190
FY2013	14,433.804	4,564.447	4,583.319	3,562.726	.000	77.414	3,640.140	200.000	3,840.140
FY2014	13,149.923	4,944.868	4,787.450	6,086.986	.000	69.499	6,156.485	200.000	6,356.485

Note: Obligation Target Other includes initial spares and capital investment program obligation requirements.



SM-3B  
(Dollars in Millions)

Weapons System Funding  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
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CSAG - Supply Division

FY2012	Reparable	Consumable	Total Buy	Initial Spares	Internal/Organic	Cost Authority	Total Repair	Total	NMCRS Percent
	Buy	Buy			Repair	Contract Repair			
A-10	50.203	6.116	56.319	0.000	97.803	107.571	205.374	261.693	11.0%
B-1B	56.830	18.812	75.642	25.869	251.549	107.780	359.329	460.840	15.7%
B-2	159.036	5.061	164.097	4.631	23.233	25.785	49.018	217.746	15.3%
B-52	76.887	.078	76.965	0.000	122.832	9.122	131.954	208.919	11.3%
C-5	13.095	.509	13.604	0.000	134.783	42.218	177.001	190.605	10.6%
C-17	.123	0.000	.123	0.000	1.084	1.682	2.766	2.889	3.3%
C-130	49.301	5.610	54.911	0.000	130.438	91.194	221.632	276.543	8.6%
C-135	197.927	5.531	203.458	3.833	324.875	93.412	418.287	625.578	8.0%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	34.634	.480	35.114	.558	59.646	32.119	91.765	127.437	11.1%
E-4	.019	0.000	.019	0.000	.648	.121	.769	.788	5.4%
E-8	7.151	0.000	7.151	0.000	16.226	.505	16.731	23.882	6.3%
F-4	.734	.033	.767	0.000	11.214	.403	11.617	12.384	0.0%
F-15	24.397	4.312	28.709	25.406	274.353	66.978	341.331	395.446	11.6%
F-16	44.904	9.664	54.568	(.808)	213.100	29.359	242.459	296.219	10.8%
F100 Engines	72.455	35.654	108.109	0.000	168.047	61.607	229.654	337.763	0.0%
F110 Engines	58.024	.055	58.079	0.000	154.478	5.810	160.288	218.367	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8.0%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	.799	1.221	2.020	0.000	.260	14.515	14.775	16.795	7.9%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	1.833	1.809	3.642	0.000	.038	9.739	9.777	13.419	8.0%
Trainers	5.183	25.010	30.193	0.000	22.243	10.652	32.895	63.088	5.6%
Other Aircraft	3.728	.193	3.921	0.000	4.766	6.393	11.159	15.080	6.5%
SOF	4.933	.242	5.175	0.000	5.918	53.084	59.002	64.177	7.1%
Common	83.798	6.022	89.820	0.000	218.871	71.647	290.518	380.338	0.0%
Common EW	32.048	.825	32.873	0.000	30.267	44.591	74.858	107.731	0.0%
Missiles	1.153	6.118	7.271	.035	8.005	9.697	17.702	25.008	0.0%
Other	19.889	.032	19.921	0.000	13.135	51.743	64.878	84.799	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	332.676	332.676	332.676	0.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	89.433	68.311	157.744	157.744	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	18.507	0.000	18.507	18.507	0.0%
AMARG	0.000	0.000	0.000	0.000	8.325	0.000	8.325	8.325	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	5.382	0.000	5.382	5.382	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	57.938	57.938	57.938	0.0%
<b>Total</b>	<b>999.084</b>	<b>133.387</b>	<b>1,132.471</b>	<b>59.524</b>	<b>2,409.459</b>	<b>1,406.652</b>	<b>3,816.112</b>	<b>5,008.107</b>	<b>9.0%</b>

SM-3B  
(Dollars in Millions)

Weapons System Funding  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

FY2013	Reparable	Consumable	Total Buy	Initial Spares	Internal/Organic	Cost Authority	Total Repair	Total	NMCRS Percent
	Buy	Buy			Repair	Contract Repair			
A-10	18.788	4.403	23.191	0.000	102.295	108.100	210.395	233.586	11.1%
B-1B	86.677	14.644	101.321	15.720	179.185	69.866	249.051	366.092	16.1%
B-2	66.357	1.840	68.197	6.738	14.707	33.393	48.100	123.035	14.1%
B-52	33.921	.186	34.107	.676	100.485	6.063	106.548	141.331	11.5%
C-5	23.479	.115	23.594	0.000	129.644	37.018	166.662	190.256	13.4%
C-17	.197	0.000	.197	0.000	1.294	1.725	3.019	3.216	3.4%
C-130	43.341	7.915	51.256	0.000	126.173	100.961	227.134	278.390	8.8%
C-135	150.976	6.682	157.658	10.000	396.984	131.606	528.590	696.248	8.6%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	23.576	1.107	24.683	14.438	66.924	18.115	85.039	124.160	13.2%
E-4	0.000	0.000	0.000	0.000	.585	.087	.672	.672	2.6%
E-8	4.987	0.000	4.987	0.000	13.262	.274	13.536	18.523	6.7%
F-4	5.177	.033	5.210	0.000	10.215	.282	10.497	15.707	0.0%
F-15	36.696	5.039	41.735	13.122	248.624	57.910	306.534	361.391	12.0%
F-16	65.288	19.438	84.726	6.357	232.625	33.379	266.004	357.087	10.6%
F100 Engines	181.102	26.452	207.554	0.000	415.222	54.059	469.281	676.835	0.0%
F110 Engines	32.844	.137	32.981	0.000	152.390	2.942	155.332	188.313	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	11.5%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	.310	.912	1.222	0.000	.253	11.537	11.790	13.012	8.5%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	5.546	.937	6.483	0.000	.163	8.070	8.233	14.716	7.7%
Trainers	8.855	21.887	30.742	0.000	22.384	12.035	34.419	65.161	5.9%
Other Aircraft	4.345	.118	4.463	0.000	4.717	9.502	14.219	18.682	6.6%
SOF	1.349	.337	1.686	0.000	4.959	81.299	86.258	87.944	6.5%
Common	46.129	7.060	53.189	0.000	212.278	62.678	274.956	328.145	0.0%
Common EW	16.350	3.838	20.188	0.000	33.657	34.312	67.969	88.157	0.0%
Missiles	1.955	4.430	6.385	0.000	6.233	6.135	12.368	18.753	0.0%
Other	19.325	.198	19.523	0.000	15.712	44.696	60.408	79.931	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	294.969	294.969	294.969	0.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	66.579	31.302	97.881	97.881	0.0%
JEIM	0.000	0.000	0.000	0.000	110.064	71.819	181.883	181.883	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	33.576	0.000	33.576	33.576	0.0%
AMARG	0.000	0.000	0.000	0.000	13.560	0.000	13.560	13.560	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	4.520	0.000	4.520	4.520	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	89.496	89.496	89.496	0.0%
<b>Total</b>	<b>877.570</b>	<b>127.708</b>	<b>1,005.278</b>	<b>67.051</b>	<b>2,719.269</b>	<b>1,413.630</b>	<b>4,132.899</b>	<b>5,205.228</b>	<b>8.9%</b>

SM-3B  
(Dollars in Millions)

Weapons System Funding  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

FY2014	Reparable	Consumable	Total Buy	Initial Spares	Internal/Organic	Cost Authority	Total Repair	Total	NMCRS Percent
	Buy	Buy			Repair	Contract Repair			
A-10	19.703	5.145	24.848	0.000	0.000	172.672	172.672	197.520	11.0%
B-1B	72.700	13.304	86.004	8.035	0.000	156.302	156.302	250.341	14.9%
B-2	58.478	1.044	59.522	.512	0.000	49.682	49.682	109.716	16.8%
B-52	44.815	.258	45.073	1.834	0.000	129.633	129.633	176.540	11.0%
C-5	25.343	.871	26.214	0.000	0.000	171.380	171.380	197.594	11.1%
C-17	.207	0.000	.207	0.000	0.000	3.010	3.010	3.217	3.7%
C-130	46.046	8.081	54.127	0.000	0.000	199.129	199.129	253.256	9.6%
C-135	153.115	6.962	160.077	10.000	0.000	563.256	563.256	733.333	7.2%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	26.644	1.500	28.144	24.973	0.000	72.074	72.074	125.191	12.4%
E-4	.159	0.000	.159	0.000	0.000	.703	.703	.862	5.0%
E-8	3.290	0.000	3.290	0.000	0.000	11.809	11.809	15.099	6.7%
F-4	1.629	.048	1.677	0.000	0.000	10.056	10.056	11.733	0.0%
F-15	43.739	7.841	51.580	16.632	0.000	279.833	279.833	348.045	11.0%
F-16	47.332	23.807	71.139	.621	0.000	227.817	227.817	299.577	10.9%
F100 Engines	232.542	42.761	275.303	0.000	0.000	413.511	413.511	688.814	0.0%
F110 Engines	26.291	1.271	27.562	0.000	0.000	124.867	124.867	152.429	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8.1%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	.800	1.108	1.908	0.000	0.000	13.496	13.496	15.404	7.7%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	2.532	1.012	3.544	0.000	0.000	7.971	7.971	11.515	8.2%
Trainers	7.350	24.380	31.730	0.000	0.000	38.438	38.438	70.168	8.6%
Other Aircraft	5.561	.091	5.652	0.000	0.000	17.198	17.198	22.850	8.5%
SOF	1.483	.739	2.222	0.000	0.000	109.289	109.289	111.511	7.3%
Common	52.403	7.350	59.753	0.000	0.000	250.345	250.345	310.098	0.0%
Common EW	20.328	1.438	21.766	0.000	0.000	61.989	61.989	83.755	0.0%
Missiles	.264	4.739	5.003	0.000	0.000	13.599	13.599	18.602	0.0%
Other	133.124	.315	133.439	0.000	0.000	62.464	62.464	195.903	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	288.604	288.604	288.604	0.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	112.433	112.433	112.433	0.0%
JEIM	0.000	0.000	0.000	0.000	0.000	113.697	113.697	113.697	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	83.955	83.955	83.955	0.0%
<b>Total</b>	<b>1,025.878</b>	<b>154.065</b>	<b>1,179.943</b>	<b>62.607</b>	<b>0.000</b>	<b>3,759.212</b>	<b>3,759.212</b>	<b>5,001.762</b>	<b>8.5%</b>

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

FY2012	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	18,366.275	.000	13,945.071	4,421.203
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	.000	.000	.000	.000
c. Inv Reclassified & Repriced	18,366.275	.000	13,945.071	4,421.203
3. Receipts at MAC	1,330.095	.000	990.725	339.370
4. Sales at Standard	444.321	.000	330.954	113.367
5. Inventory Adjustments				
a. Capitalization + or (-)	.000	.000	.000	.000
b. Returns from Customers for Credit	88.864	.000	66.191	22.673
c. Returns from Customers w/o Credit	22.216	.000	16.548	5.668
d. Returns to Suppliers (-)	(230.964)	.000	(172.034)	(58.930)
e. Transfers to Property Disposal (-)	(1,838.276)	.000	(1,369.244)	(469.032)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(49.387)	.000	(36.786)	(12.601)
2. Discounts on Returns	53.944	.000	40.180	13.764
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(266.019)	.000	(198.145)	(67.874)
6. Physical Inventory Adj	(199.515)	.000	(148.609)	(50.906)
7. Accounting Adjustments	(891.809)	.000	(664.266)	(227.543)
8. Shipment Discrepancies	(66.505)	.000	(49.536)	(16.969)
9. Other Gains/Losses	82.064	.000	61.126	20.938
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(1,337.227)	.000	(996.036)	(341.191)
h. Total Adjustments	(3,295.387)	.000	(2,454.575)	(840.812)
6. Inventory EOP	15,956.662	.000	12,150.267	3,806.394
7. Inventory EOP, Revalued (MAC, Discounted)	15,956.662	.000	12,150.267	3,806.394
a. Economic Retention (Memo)	2,817.333	.000	.000	2,817.333
b. Contingency Retention (Memo)	2,217.515	.000	.000	2,217.515
c. Potential DOD Reutilization (Memo)	26.535	.000	.000	26.535
8. Inventory on Order Cost EOP (Memo)	1,475.366	.000	1,386.844	88.522

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

FY2013	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	15,956.662	.000	12,150.267	3,806.394
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	.000	.000	.000	.000
c. Inv Reclassified & Repriced	15,956.662	.000	12,150.267	3,806.394
3. Receipts at MAC	1,329.995	.000	990.650	339.345
4. Sales at Standard	477.797	.000	355.888	121.909
5. Inventory Adjustments				
a. Capitalization + or (-)	.000	.000	.000	.000
b. Returns from Customers for Credit	95.559	.000	71.178	24.382
c. Returns from Customers w/o Credit	23.890	.000	17.794	6.095
d. Returns to Suppliers (-)	(234.429)	.000	(174.615)	(59.814)
e. Transfers to Property Disposal (-)	(1,865.850)	.000	(1,389.783)	(476.067)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(50.128)	.000	(37.338)	(12.790)
2. Discounts on Returns	54.753	.000	40.783	13.970
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(265.999)	.000	(198.130)	(67.869)
6. Physical Inventory Adj	(199.499)	.000	(148.598)	(50.902)
7. Accounting Adjustments	61.848	.000	46.068	15.780
8. Shipment Discrepancies	(66.500)	.000	(49.533)	(16.967)
9. Other Gains/Losses	71.298	.000	53.106	18.191
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(394.227)	.000	(293.641)	(100.586)
h. Total Adjustments	(2,375.056)	.000	(1,769.066)	(605.990)
6. Inventory EOP	14,433.804	.000	11,015.963	3,417.841
7. Inventory EOP, Revalued (MAC, Discounted)	14,433.804	.000	11,015.963	3,417.841
a. Economic Retention (Memo)	1,902.484	.000	.000	1,902.484
b. Contingency Retention (Memo)	1,497.440	.000	.000	1,497.440
c. Potential DOD Reutilization (Memo)	17.919	.000	.000	17.919
8. Inventory on Order Cost EOP (Memo)	1,497.496	.000	1,407.646	89.850

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

FY2014	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	14,433.804	.000	11,015.963	3,417.841
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	.000	.000	.000	.000
c. Inv Reclassified & Repriced	14,433.804	.000	11,015.963	3,417.841
3. Receipts at MAC	1,224.287	.000	911.913	312.374
4. Sales at Standard	428.497	.000	319.167	109.330
5. Inventory Adjustments				
a. Capitalization + or (-)	.000	.000	.000	.000
b. Returns from Customers for Credit	85.699	.000	63.833	21.866
c. Returns from Customers w/o Credit	21.425	.000	15.958	5.466
d. Returns to Suppliers (-)	(238.414)	.000	(177.583)	(60.831)
e. Transfers to Property Disposal (-)	(1,897.569)	.000	(1,413.409)	(484.160)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(50.980)	.000	(37.972)	(13.007)
2. Discounts on Returns	54.861	.000	40.863	13.998
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(244.857)	.000	(182.383)	(62.475)
6. Physical Inventory Adj	(183.643)	.000	(136.787)	(46.856)
7. Accounting Adjustments	370.529	.000	275.990	94.540
8. Shipment Discrepancies	(61.214)	.000	(45.596)	(15.619)
9. Other Gains/Losses	64.493	.000	48.038	16.455
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(50.811)	.000	(37.847)	(12.964)
h. Total Adjustments	(2,079.670)	.000	(1,549.047)	(530.623)
6. Inventory EOP	13,149.923	.000	10,059.661	3,090.262
7. Inventory EOP, Revalued (MAC, Discounted)	13,149.923	.000	10,059.661	3,090.262
a. Economic Retention (Memo)	1,720.143	.000	.000	1,720.143
b. Contingency Retention (Memo)	1,353.920	.000	.000	1,353.920
c. Potential DOD Reutilization (Memo)	16.201	.000	.000	16.201
8. Inventory on Order Cost EOP (Memo)	1,500.447	.000	1,410.420	90.027

SM-5B  
(Dollars in Millions)

Customer Price Change  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

CSAG - Supply Division

	\$ FY2012	FY2012 Inflation	\$ FY2013	FY2013 Inflation	\$ FY2014	FY2014 Inflation
<b>1. Net Sales @ Cost</b>	<b>4,688.984</b>		<b>4,801.953</b>		<b>4,285.324</b>	
Repair Cost	4,217.059	4.25%	4,360.092	4.00%	3,861.281	4.00%
Buy Cost	471.925	4.00%	441.861	3.00%	424.043	3.00%
<b>2. Less: Material Inflation Adjustment</b>	<b>190.069</b>		<b>180.566</b>		<b>160.862</b>	
<b>3. Revised Net Sales @ Cost</b>	<b>4,498.915</b>		<b>4,621.387</b>		<b>4,124.462</b>	
Business Overhead Expenses	1,226.390		1,092.541		1,135.369	
Condemnations/Material Expense	1,051.569		852.198		774.544	
Cash/AOR Recovery	(189.351)		201.956		.000	
<b>4. Surcharge Dollars</b>	<b>2,088.607</b>		<b>2,146.695</b>		<b>1,909.913</b>	
<b>5. Change to Customers</b>						
a. Prev Year's Surcharge (%)		52.13%		44.54%		44.70%
b. This Year's Surcharge and Material Inflation Divided by Revised Net Sales at Cost		50.65%		50.36%		50.21%
c. Percent Change to Customer		(0.97%)		4.02%		3.80%

SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Supply Division**

**FY2012**

**STOCKPILE STATUS**

	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
1. Inventory BOP @ std	.000	.000	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	.000	.000	.000
a. Receipts @ std	.000	.000	.000
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	.000	.000	.000
(1). Sales	.000	(.000)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
c. Adjustments @ std	.000	.000	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
Inventory EOP	.000	.000	.000

**STOCKPILE COSTS**

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
<b>Total Cost</b>	<b>.000</b>

**WRM BUDGET REQUEST**

1. Obligations @ cost	.000
a. Additional WRM Investment	.000
b. Replen/Repair WRM -Reinvest	.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
<b>Total Request</b>	<b>.000</b>

SM-6 CSAG - Supply Division



SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Supply Division**

**FY2013**

**STOCKPILE STATUS**

	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
1. Inventory BOP @ std	.000	.000	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	.000	.000	.000
a. Receipts @ std	.000	.000	.000
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	.000	.000	.000
(1). Sales	.000	(.000)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
c. Adjustments @ std	.000	.000	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
Inventory EOP	.000	.000	.000

**STOCKPILE COSTS**

1. Storage	.000
2. Management	.000
3. Maintenance/Other	.000
Total Cost	.000

**WRM BUDGET REQUEST**

1. Obligations @ cost	.000
a. Additional WRM Investment	.000
b. Replen/Repair WRM -Reinvest	.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	.000

SM-6 CSAG - Supply Division

SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG - Supply Division**

**FY2014**

**STOCKPILE STATUS**

	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
(1). Purchases	.000	.000	.000
(2). Returns from customers	.000	.000	.000
<b>b. Issues @ std</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
(1). Sales	.000	(.000)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	.000	.000	.000
<b>c. Adjustments @ std</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	.000	.000	.000
(3). Other	.000	.000	.000
<b>Inventory EOP</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>

**STOCKPILE COSTS**

<b>1. Storage</b>	<b>.000</b>
<b>2. Management</b>	<b>.000</b>
<b>3. Maintenance/Other</b>	<b>.000</b>
<b>Total Cost</b>	<b>.000</b>

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	<b>.000</b>
<b>a. Additional WRM Investment</b>	<b>.000</b>
<b>b. Replen/Repair WRM -Reinvest</b>	<b>.000</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>.000</b>

SM-6 CSAG - Supply Division

***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**  
***SUPPLY MANAGEMENT ACTIVITY***  
***GROUP RETAIL***

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## **Supply Management Activity Group–Retail Overview Fiscal Year (FY) 2014 Budget Estimates**

### **Activity Group Overview**

The Air Force Supply Management Activity Group–Retail (SMAG-R) is comprised of three divisions: General Support, Medical-Dental and the United States Air Force Academy.

### **SMAG–Retail Mission Description**

The Air Force SMAG-R manages more than 1.4 million inventory items including weapon system spare parts, medical-dental supplies and equipment, and other supply items used in non-weapon system applications. SMAG-R is a critical component in the support of combat readiness. It procures materiel and makes spares available to authorized customers. Within SMAG-R, the Medical-Dental Division inventory includes a War Reserve Material (WRM) Stockpile. WRM provides initial war fighting capability until re-supply lines can sustain wartime demands for medical and dental supplies and equipment.

SMAG-R provides a wide range of logistics support services including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management and transportation. Inventories are an integral part of SMAG-R and are maintained by each of the divisions in support of customer requirements. The SMAG-R objective is to replenish inventories and provide supplies to customers in a timely manner within customer funding constraints, while maintaining fund solvency.

SMAG-R generates revenue from sales of various supplies to a diverse customer base. Primary SMAG-R customers are Air Force Major Commands (including Air Force Reserve and Air National Guard), Foreign Military Sales, Army, Navy, Defense Health Program and non-DoD activities, as well as other working capital activity groups, such as Air Force Consolidated Sustainment Activity Group – Maintenance Division.

SMAG–Retail Budget Overview

## **Division Overviews**

The General Support Division (GSD) manages more than 1.4 million different items which are procured from Defense Logistics Agency (DLA) and General Services Administration (GSA). GSD customers use the majority of these items to support field and depot maintenance of aircraft; ground and airborne communication; and electronic systems as well as other sophisticated systems and equipment. The General Support Division also manages many items related to installation, maintenance, and administrative functions. In addition, GSD manages stock levels and procurement for critical Overseas Contingency Operation (OCO) requirements.

The Medical-Dental Division (MDD) manages approximately 8,700 items on average for 74 Medical Treatment Facilities (MTF) worldwide supported by 85 individual MDD working capital fund accounts. All supply and equipment requirements generated by AF treatment facilities are procured through this division. The Medical-Dental Division also maintains the WRM requirements.

The Air Force Academy Division finances the purchase of uniforms and uniform accessories for sale to cadets in accordance with regulations of the Air Force Academy and related statutes. The customer base consists of approximately 4,000 cadets. The Air Force Academy Division procures both distinctive uniforms and accessories from various manufacturing contractors as well as regular Air Force uniforms purchased through the Defense Logistics Agency.

## **War Reserve Materiel (WRM) / Direct Appropriation**

The Medical-Dental Division's WRM provides supplies and equipment vital to support forces in the full range of military operations for the first 30 days of a contingency operation, and provides force health protection materiel to all deploying Air Force active, reserve, and guard personnel. Availability of this materiel ensures Air Force personnel can deploy as scheduled and that contingency operations can be conducted until re-supply lines are established and materiel is routinely received from the contiguous United States. The Medical-Dental Division finances contingency medical assets with a direct appropriation that enables procurement of medical WRM for the Air Force. The Surgeon General of the Air Force is responsible for programming and executing funding to provide contingency health care in accordance with Combatant Commander Operational Plans.

The direct appropriation funds establishment and sustainment of 3,445 assemblages on average and Force Health Protection assets that are maintained in the Medical-Dental Division until required to provide direct support to the war fighters. Approximately one third of WRM pharmaceuticals must be replaced annually because of shelf life or emergence of newer, more effective treatments. Medical equipment requires constant upgrade to maintain the medical standard of care for required deployable capability. New technology constantly allows for replacement of equipment with smaller, more proficient models which often drives a change in other supply requirements.

In FY 2012, the Medical-Dental Division received \$65.4 million and requested \$45.5 million in the FY 2013 budget submission in direct appropriations for the WRM program. In FY 2014, \$61.7 million is requested. Additionally, revenue earned from the sale of WRM is reinvested in the WRM program to replenish inventory issued. In FY2012, \$8.2 million was reinvested. In FY 2013 and 2014, \$25.2 million and \$7.0 million are anticipated to be reinvested, respectively.

Between FY 2013 and FY 2014, the program will focus on improving nuclear assessment, biological defense, irregular warfare, oxygen support, blood transshipment and medical specialty care capability. The transition to an Expeditionary Aero medical Patient Staging, Expeditionary Medical Support (EMEDS) Healthcare Response Team (HRT) capability will continue. The Division will modernize eight deployable Ear Nose and Throat (ENT) Specialty Care Teams, 10 deployable Air Force Radiological Assessment Teams, five deployable Critical Care Teams, five deployable Expeditionary Blood Transshipment centers and 12 medical specialty teams. Initial fielding of five Special Operations Irregular Warfare Teams will improve Air Force Special Operations capability. Fielding of 30 Electronic Health Record Unit Type Codes will enhance Expeditionary Aero medical Evacuation capability. Other programs include modernizing 12 medical specialty sets and fielding telemedicine capabilities to ensure Air Force Theater Hospital requirements are achieved.

## **Way Ahead**

Initiatives continue within the SMAG-Retail to modernize processes. Supply chain processes are transforming to improve weapon system and equipment availability, and to deliver customer support with increased velocity. Supply Chain efficiency initiatives include optimizing on-hand AF inventory to reduce costs, improving asset visibility to reduce requisition redundancies, and expediting asset movement through the distribution pipeline. In addition, the Medical-Dental Division will continue to use various Just-In-Time purchasing vehicles such as Prime Vendor (PV), Decentralized Blank Purchase Agreements (DBPAs), and Government Purchase Cards (GPCs) to streamline operations and maximize/realize all possible efficiencies and economy.

## Financial and Performance Summary

The table below provides revenue and expense data for the total SMAG-R. FY 2013 revenue reflects the return of previous gains through lower customer rates; however it includes a \$97.0 million adjustment for cash retention. Revenue and expenses in FY 2014 reflect increased customer demand and cash retention of \$97.8 million. FY 2013 and FY 2014 assumptions include customer orders funded from baseline and Overseas Contingency Operations.

### Revenue, Expenses and Net Operating Results

<b>(Dollars in Millions)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Total Revenue	\$4,047.6	\$4,092.7	\$4,410.2
Total Expenses	\$3,876.1	\$4,162.3	\$4,330.1
Operating Results	\$171.5	-\$69.6	\$80.1
Other Adjustments (WRM)	-\$40.5	-\$45.5	-\$61.7
Net Operating Results	\$131.0	-\$115.1	\$18.4
Non-Recoverable AOR Adjustment	\$0.0	-\$97.0	-\$97.8
Accumulated Operating Results	\$291.6	\$79.5	\$0.0

Other Adjustments (WRM): The WRM direct appropriation received is included in the Total Revenue balance. An adjustment is made so Net Operating Results reflects only those results associated with the Operating Program and the War Reserve Material Program remains NOR neutral.



## Cash Management

<b>(Dollars in Millions)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
BOP Cash Balance	\$203.3	\$228.3	\$32.8
Disbursements	\$3,912.7	\$4,209.8	\$4,396.0
Collections	\$4,192.3	\$4,033.9	\$4,335.1
Transfer Ins/Outs*	-\$320.0	-\$65.0	\$0.0
WRM	\$65.4	\$45.5	\$61.7
EOP Cash Balance	\$228.3	-\$32.8	-\$33.7
7 Days of Cash	\$153.3	\$147.5	\$153.7
10 Days of Cash	\$202.4	\$197.3	\$204.7

\*In FY 2012 \$120.0 million was reprogrammed to Air Force Operation and Maintenance (O&M) per the approved FY 2012 OMNIBUS. Also \$200.0 million was transferred from GSD to Consolidated Sustainment Activity Group (CSAG) Supply Division, reconciling an end of FY 2011 adjustment action requested from DFAS. In FY 2013 \$65.0 million is projected to transfer to TWCF, covering the cost historically paid with Air Force O&M appropriation account for Airlift Readiness.

## Analysis of Undelivered Orders

Undelivered Orders are orders/obligations incurred for which goods have not been delivered or services not performed. This amount includes any orders for which advance payment has been made but for which delivery or performance has not yet occurred.

<b>Dollars in Millions</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
General Support Division	\$643.3	\$666.9	\$667.8
Medical-Dental Division	\$137.4	\$142.3	\$147.6
Academy Division	\$0.1	\$0.1	\$0.1
<b>Total SMAG-Retail</b>	<b>\$890.7</b>	<b>\$934.2</b>	<b>\$940.4</b>

Undelivered Orders throughout all fiscal years average remain relatively consistent when compared to Total Net Orders for each fiscal year.

SMAG–Retail Budget Overview

The General Support Division receives significant orders from customers during the fourth quarter of each FY. As a result of the timing of these orders, funds are obligated late in the year, resulting in deliveries not occurring until the next FY. FY 2013 and FY 2014 increases in undelivered orders are predominately due to adjustments in customer requirements and continuing transfers of consumable items from CSAG-Supply to the Defense Logistics Agency for management. Once these consumable items are transferred to DLA for management, GSD orders on behalf of its customers.

The Medical-Dental Division maintains only 3 - 4 days worth of inventory on hand. It experiences an inventory turnover rate of more than 200 times per year with most items having a short delivery schedule. Year-to-year increases in Undelivered Orders are primarily due to customers ordering late in the fiscal year.

The Air Force Academy Division is fairly stable from one year to the next. Every item issued to cadets for reimbursement is seasonally scheduled and does not change significantly from one year to the next. Purchases and cadet orders are seasonally driven due to order lead times and a consistent schedule for incoming classes.

### Customer Price Change (%)

Division	FY 2012	FY 2013	FY 2014
General Support	4.20%	2.61%	6.21%
Medical-Dental	8.24%	-6.70%	6.35%
Academy	8.08%	-7.43%	14.0%
<b>SMAG-Retail</b>	<b>5.43%</b>	<b>-0.19%</b>	<b>6.25%</b>

The General Support Division's 6.21% price change to the customer in FY 2014 is primarily due to the partial return of prior year gains in FY 2013 and a -\$95.5 million Non-Recoverable AOR Adjustment in FY 2014.

The Medical-Dental Division's 6.35% price change in FY 2014 reflects a smaller return of prior year gains than in FY 2013.

The Air Force Academy's 14.0% price change in FY 2014 is primarily due to a stable overhead expense spread over a smaller amount of material expenses due to a 400 student reduction in class size.

**Stockage Effectiveness**

<b>Division</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
General Support	87%	90%	90%
Medical-Dental	87%	90%	90%
Academy	100%	99%	99%
<b>SMAG-Retail</b>	<b>89%</b>	<b>90%</b>	<b>90%</b>

Stockage Effectiveness measures how often the supply system has available for immediate sale those items it intends to maintain at base and depot level supply locations.

**Supply Mission Capable (MICAP) Hours**

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>GSD Mission Capable (MICAP) Hours*</b>			
Actual Performance	1514		
Objective	1603	1432	1432

\*Hours in Thousands

Mission Incapable (MICAP) Hours are the sum of hours a customer waits for a part that grounds an aircraft, piece of equipment, or vehicle. For every day during the month the requisition is unfilled, 24 hours are assigned to the requisition.

**Customer Wait Time**

<b>GSD Customer Wait Time (CWT)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Actual Performance	7.6		
Objective	7.0	7.0	7.0

Customer Wait Time (CWT) is the average number of days accrued from the time a customer orders a spare part until the part is received.

## Item Quantity Requirements

Item	FY 2012	FY 2013	FY 2014
Number of Issues	10,126,917	9,701,363	9,995,726
Number of Receipts	8,129,296	7,804,574	8,040,073
Number of Requisitions	10,374,148	9,756,153	10,052,750
Contracts Executed *	6,960	6,272	6,457
Purchase Inflation	3.81%	4.16%	2.93%
Items Managed	1,435,921	1,435,975	1,436,032

\* Contracts Executed do not include Medical-Dental Division contracts. The Air Force Medical Operations Agency (AFMOA) is no longer provided this information from the Defense Medical Logistics Support System (DMLSS). A system change is underway with an estimated completion date of FY 2014. Additionally, GSD is employing fewer contracts for local manufacturing and local purchases in support of the depots. This change is primarily due to increasing reliance on DLA for requirements.

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

	FY2012	FY2013	FY2014
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	4.374	6.746	6.518
(b) Missile Procurement	.029	.018	.014
(c) Other Procurement	(.010)	.389	.243
(d) Military Construction	.000	.220	.055
(e) Operations & Maintenance - AF	962.602	1,229.311	1,337.794
(f) Operations & Maintenance - AFRC	61.401	39.778	41.489
(g) Operations & Maintenance - ANG	168.372	143.874	146.166
(h) Research & Development - AF	21.598	20.953	22.178
(i) Military Personnel - AF	.000	.394	.415
(j) Reserve Personnel - AF	2.149	9.560	10.125
(k) Guard Personnel - ANG	.991	8.915	9.692
(l) Family Housing	.634	.976	1.045
(m) Special Trust Funds	4.318	4.410	4.762
(n) Other Air Force	.020	.020	.022
<b>Total Air Force</b>	<b>1,226.478</b>	<b>1,465.564</b>	<b>1,580.518</b>
(2) Army	.675	3.897	4.738
(3) Navy	2.887	3.384	3.522
(4) MAP Grant Aid	.040	.004	.002
(5) Other DOD	1,180.166	1,093.547	1,239.458
<b>Total DOD excluding WCF</b>	<b>2,410.246</b>	<b>2,566.396</b>	<b>2,828.237</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) Other AF Supply Management Activity Groups	1.627	1.221	1.196
(2) Transportation Activity Group - TRANSCOM	100.756	164.078	172.945
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,359.230	1,376.638	1,411.884
(4) Other WCF Activity Groups	.000	.000	.000
(5) Commissary, Sur. Coll.	.000	.005	.000
<b>Total Other Fund Activity Groups</b>	<b>1,461.613</b>	<b>1,541.942</b>	<b>1,586.025</b>
<b>c. Grand Total DOD</b>	<b>3,871.859</b>	<b>4,108.337</b>	<b>4,414.262</b>

Fund 11 Supply Management Activity Group - Retail

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
<b>d. Other Orders</b>			
(1) Other Federal Agencies	2.764	2.699	2.985
(2) Non Federal Agencies	1.127	1.184	2.448
(3) FMS	2.116	4.311	3.812
<b>Total Other Orders</b>	<b>6.006</b>	<b>8.194</b>	<b>9.245</b>
<b>Total New Gross Orders</b>	<b>3,877.865</b>	<b>4,116.531</b>	<b>4,423.507</b>
<b>2. Carry-In Orders (BOP)</b>	<b>944.155</b>	<b>824.141</b>	<b>839.907</b>
<b>3. Total Gross Orders</b>	<b>4,822.020</b>	<b>4,940.672</b>	<b>5,263.414</b>
<b>4. Carry-Out Orders (-) (EOP)</b>	<b>824.141</b>	<b>839.907</b>	<b>858.488</b>
<b>5. Gross Sales (-)</b>	<b>3,997.878</b>	<b>4,100.765</b>	<b>4,404.926</b>
<b>6. Credit Returns (-)</b>	<b>58.560</b>	<b>53.484</b>	<b>56.504</b>
<b>7. Net Sales</b>	<b>3,939.319</b>	<b>4,047.282</b>	<b>4,348.422</b>

Fund 14  
(Dollars in Millions)

Revenue and Expenses  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

	FY2012	FY2013	FY2014
<b>Revenue:</b>			
Gross Revenue from Sales	3,997.878	4,100.765	4,404.926
Less Credit Returns	58.560	53.484	56.504
Net Revenue from Sales	3,939.319	4,047.282	4,348.422
Other Revenue	26.289	.000	.000
Direct Appropriation	81.967	45.452	61.731
<b>Total Net Revenue</b>	<b>4,047.575</b>	<b>4,092.734</b>	<b>4,410.153</b>
<b>Expense:</b>			
Cost of Material Sold	3,744.095	4,067.614	4,230.777
Cost of Material Repair	.022	.030	.030
Subtotal Sales Material Expense	3,744.117	4,067.644	4,230.807
Inventory Losses / Obsolescence	38.281	.000	.000
Cost of Direct Reimbursable Material	7.940	.000	.000
Initial Spares	.000	.000	.000
Readiness Spares Package	.000	.000	.000
Mobilization	7.940	.000	.000
Other Direct Reimbursements	.000	.000	.000
<b>Subtotal Material Expenses</b>	<b>3,790.338</b>	<b>4,067.644</b>	<b>4,230.807</b>
<b>Business Operations</b>			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.067	.120	.120
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	28.890	31.763	31.920
Transportation of Things	43.695	44.162	43.585
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.668	.968	.970
Rent, Comm, Utilities and Misc Charges	.669	1.940	1.949
Other Purchased Services	11.734	15.757	20.715
<b>Subtotal Business Operations</b>	<b>85.723</b>	<b>94.710</b>	<b>99.260</b>
<b>Total Expenses</b>	<b>3,876.061</b>	<b>4,162.354</b>	<b>4,330.067</b>

Fund 14 Supply Management Activity Group - Retail

Fund 14  
(Dollars in Millions)

Revenue and Expenses  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
<b>Operating Result</b>	<b>171.514</b>	<b>(69.620)</b>	<b>80.086</b>
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	.000	(45.452)	(61.731)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	(40.518)	.000	.000
Other Changes (NOR)	.000	.000	.000
<b>NET OPERATING RESULT (NOR)</b>	<b>130.996</b>	<b>(115.072)</b>	<b>18.355</b>
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	160.561	291.557	79.485
Accumulated Operating Result (AOR)	291.557	176.485	97.840
Non-Recoverable Adjustment (AOR)	.000	(97.000)	(97.840)
Accumulated Operating Result for Budget Purposes	291.557	79.485	(.000)

Fund 14 Supply Management Activity Group - Retail



SM-1  
(Dollars in Millions)

Supply Management Summary  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

Supply Management Activity Group - Retail

Division	Peacetime Inventory	Net Customer Orders	Net Sales	Obligation Target			Variability Target	Target Total	
				Operating	Mobilization	Other			
<b>FY2012</b>									
ICP Retail Summary									
GSD	1,911.980	2,683.034	2,808.828	2,640.598	.000	.000	2,640.598	.000	2,640.598
Med/Dent	5.607	1,131.914	1,126.183	1,060.869	84.601	.000	1,145.470	.000	1,145.470
Academy	2.486	4.358	4.308	4.144	.000	.000	4.144	.000	4.144
<b>Total SMAG-Retail</b>	<b>1,920.073</b>	<b>3,819.305</b>	<b>3,939.319</b>	<b>3,705.612</b>	<b>84.601</b>	<b>.000</b>	<b>3,790.213</b>	<b>200.000</b>	<b>3,990.213</b>
<b>FY2013</b>									
ICP Retail Summary									
GSD	1,814.093	2,981.977	2,958.407	3,083.434	.000	.000	3,083.434	.000	3,083.434
Med/Dent	5.885	1,076.628	1,084.382	1,147.281	76.283	.000	1,223.564	.000	1,223.564
Academy	2.928	4.442	4.492	4.916	.000	.000	4.916	.000	4.916
<b>Total SMAG-Retail</b>	<b>1,822.906</b>	<b>4,063.048</b>	<b>4,047.282</b>	<b>4,235.631</b>	<b>76.283</b>	<b>.000</b>	<b>4,311.914</b>	<b>200.000</b>	<b>4,511.914</b>
<b>FY2014</b>									
ICP Retail Summary									
GSD	1,750.028	3,119.546	3,118.680	3,121.097	.000	.000	3,121.097	.000	3,121.097
Med/Dent	6.181	1,242.667	1,225.002	1,262.770	68.731	.000	1,331.501	.000	1,331.501
Academy	2.953	4.790	4.740	4.578	.000	.000	4.578	.000	4.578
<b>Total SMAG-Retail</b>	<b>1,759.162</b>	<b>4,367.003</b>	<b>4,348.422</b>	<b>4,388.445</b>	<b>68.731</b>	<b>.000</b>	<b>4,457.176</b>	<b>200.000</b>	<b>4,657.176</b>

SM-1 Supply Management Activity Group - Retail

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

Supply Management Activity Group - Retail

FY2012	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,386.881	535.307	1,296.754	554.820
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(15.584)	6.048	(15.149)	(6.483)
c. Inv Reclassified & Repriced	2,371.297	541.355	1,281.605	548.337
3. Receipts at MAC	3,906.991	81.970	2,995.101	829.920
4. Sales at Standard	3,817.698	7.940	2,989.328	820.430
5. Inventory Adjustments				
a. Capitalization + or (-)	(3.709)	(2.542)	(.814)	(.353)
b. Returns from Customers for Credit	1.592	.000	1.592	.000
c. Returns from Customers w/o Credit	455.902	.399	324.637	130.866
d. Returns to Suppliers (-)	(205.985)	(1.554)	(143.019)	(61.412)
e. Transfers to Property Disposal (-)	(462.360)	(19.218)	(306.220)	(136.922)
f. Issues/Receipts w/o Reimbursement	(44.349)	6.029	(33.107)	(17.271)
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(44.133)	(26.895)	(16.940)	(.298)
2. Discounts on Returns	(60.609)	.000	(42.426)	(18.183)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(23.187)	.015	(16.267)	(6.935)
6. Physical Inventory Adj	(17.210)	.710	(12.539)	(5.381)
7. Accounting Adjustments	154.715	(1.519)	109.409	46.825
8. Shipment Discrepancies	136.664	2.635	94.174	39.855
9. Other Gains/Losses	127.252	(18.345)	99.500	46.097
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	273.492	(43.399)	214.911	101.980
h. Total Adjustments	14.583	(60.285)	57.980	16.888
6. Inventory EOP	2,475.173	555.100	1,345.358	574.715
7. Inventory EOP, Revalued (MAC, Discounted)	2,475.173	555.100	1,345.358	574.715
a. Economic Retention (Memo)	.000	.000	.000	.000
b. Contingency Retention (Memo)	538.932	.000	.000	538.932
c. Potential DOD Reutilization (Memo)	.000	.000	.000	.000
8. Inventory on Order Cost EOP (Memo)	731.587	.000	553.329	178.259

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

Supply Management Activity Group - Retail

FY2013	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,475.173	555.100	1,345.358	574.715
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(28.333)	.000	(19.833)	(8.500)
c. Inv Reclassified & Repriced	2,446.840	555.100	1,325.525	566.215
3. Receipts at MAC	4,093.774	45.452	3,172.792	875.531
4. Sales at Standard	4,122.623	10.000	3,223.507	889.116
5. Inventory Adjustments				
a. Capitalization + or (-)	(19.500)	(19.445)	(.030)	(.025)
b. Returns from Customers for Credit	53.454	.000	37.901	15.553
c. Returns from Customers w/o Credit	472.303	(.420)	337.262	135.461
d. Returns to Suppliers (-)	(205.020)	.000	(143.283)	(61.737)
e. Transfers to Property Disposal (-)	(343.599)	(15.245)	(227.846)	(100.508)
f. Issues/Receipts w/o Reimbursement	(40.113)	5.960	(29.905)	(16.168)
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(41.992)	(24.235)	(17.730)	(.027)
2. Discounts on Returns	8.982	.000	6.287	2.695
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	8.550	(.445)	6.300	2.695
6. Physical Inventory Adj	9.007	.000	6.312	2.695
7. Accounting Adjustments	22.492	1.510	18.287	2.695
8. Shipment Discrepancies	10.546	1.765	6.221	2.560
9. Other Gains/Losses	77.802	68.000	2.867	6.935
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	95.387	46.595	28.546	20.246
h. Total Adjustments	12.912	17.445	2.645	(7.178)
6. Inventory EOP	2,430.903	607.997	1,277.454	545.452
7. Inventory EOP, Revalued (MAC, Discounted)	2,430.903	607.997	1,277.454	545.452
a. Economic Retention (Memo)	.000	.000	.000	.000
b. Contingency Retention (Memo)	509.566	.000	.000	509.566
c. Potential DOD Reutilization (Memo)	.000	.000	.000	.000
8. Inventory on Order Cost EOP (Memo)	878.548	.000	654.170	224.378

SM-4  
(Dollars in Millions)

Inventory Status  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

Supply Management Activity Group - Retail

FY2014	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,430.903	607.997	1,277.454	545.452
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(29.333)	.000	(20.533)	(8.800)
c. Inv Reclassified & Repriced	2,401.570	607.997	1,256.921	536.652
3. Receipts at MAC	4,245.940	61.731	3,294.487	889.721
4. Sales at Standard	4,252.813	10.000	3,337.524	905.288
5. Inventory Adjustments				
a. Capitalization + or (-)	(.007)	.000	.000	(.007)
b. Returns from Customers for Credit	56.474	.000	40.097	16.377
c. Returns from Customers w/o Credit	489.205	.000	346.432	142.773
d. Returns to Suppliers (-)	(208.259)	.000	(145.668)	(62.591)
e. Transfers to Property Disposal (-)	(332.830)	(21.180)	(213.183)	(98.467)
f. Issues/Receipts w/o Reimbursement	(38.332)	6.200	(29.245)	(15.287)
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(40.165)	(25.110)	(15.055)	.000
2. Discounts on Returns	8.493	.000	5.945	2.548
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	8.143	(.225)	5.820	2.548
6. Physical Inventory Adj	8.518	.000	5.970	2.548
7. Accounting Adjustments	8.493	.000	5.945	2.548
8. Shipment Discrepancies	8.493	.000	5.945	2.548
9. Other Gains/Losses	15.652	.000	5.945	9.707
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	17.627	(25.335)	20.516	22.446
h. Total Adjustments	(16.122)	(40.315)	18.948	5.245
6. Inventory EOP	2,378.575	619.413	1,232.832	526.330
7. Inventory EOP, Revalued (MAC, Discounted)	2,378.575	619.413	1,232.832	526.330
a. Economic Retention (Memo)	.000	.000	.000	.000
b. Contingency Retention (Memo)	490.347	.000	.000	490.347
c. Potential DOD Reutilization (Memo)	.000	.000	.000	.000
8. Inventory on Order Cost EOP (Memo)	891.477	36.535	628.133	226.809

SM-4 Supply Management Activity Group - Retail

SM-5B  
(Dollars in Millions)

Customer Price Change  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

	\$ FY2012	FY2012 Inflation	\$ FY2013	FY2013 Inflation	\$ FY2014	FY2014 Inflation
<b>1. Net Sales @ Cost</b>	<b>4,158.877</b>		<b>3,903.570</b>		<b>4,230.807</b>	
Repair Cost	.015	.00%	.030	.00%	.030	.00%
Buy Cost	4,158.862	3.81%	3,903.540	4.16%	4,230.777	2.93%
<b>2. Less: Material Inflation Adjustment</b>	<b>152.520</b>		<b>155.880</b>		<b>120.208</b>	
<b>3. Revised Net Sales @ Cost</b>	<b>4,006.357</b>		<b>3,747.690</b>		<b>4,110.599</b>	
Business Overhead Expenses	102.359		96.995		99.260	
Condemnations/Material Expense	.000		.000		.000	
Cash/AOR Recovery	59.807		(114.064)		18.192	
<b>4. Surcharge Dollars</b>	<b>162.166</b>		<b>(17.069)</b>		<b>117.452</b>	
<b>5. Change to Customers</b>						
a. Prev Year's Surcharge (%)		2.30%		3.90%		(0.44%)
b. This Year's Surcharge and Material Inflation Divided by Revised Net Sales at Cost		7.85%		3.70%		5.78%
c. Percent Change to Customer		5.43%		(0.19%)		6.25%

SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

FY2012

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>535.307</b>	<b>535.307</b>	<b>.000</b>
<b>2. Price Change</b>	<b>6.048</b>	<b>6.048</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>13.745</b>	<b>13.745</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>82.369</b>	<b>82.369</b>	<b>.000</b>
<b>(1). Purchases</b>	<b>81.970</b>	<b>81.970</b>	<b>.000</b>
<b>(2). Returns from customers</b>	<b>.399</b>	<b>.399</b>	<b>.000</b>
<b>b. Issues @ std</b>	<b>(28.712)</b>	<b>(28.712)</b>	<b>.000</b>
<b>(1). Sales</b>	<b>(7.940)</b>	<b>(7.940)</b>	<b>.000</b>
<b>(2). Returns to suppliers</b>	<b>(1.554)</b>	<b>(1.554)</b>	<b>.000</b>
<b>(3). Disposals</b>	<b>(19.218)</b>	<b>(19.218)</b>	<b>.000</b>
<b>c. Adjustments @ std</b>	<b>(39.912)</b>	<b>(39.912)</b>	<b>.000</b>
<b>(1). Capitalizations</b>	<b>(2.542)</b>	<b>(2.542)</b>	<b>.000</b>
<b>(2). Gains and losses</b>	<b>6.029</b>	<b>6.029</b>	<b>.000</b>
<b>(3). Other</b>	<b>(43.399)</b>	<b>(43.399)</b>	<b>.000</b>
<b>Inventory EOP</b>	<b>555.100</b>	<b>555.100</b>	<b>.000</b>

**STOCKPILE COSTS**

<b>1. Storage</b>	<b>.000</b>
<b>2. Management</b>	<b>.000</b>
<b>3. Maintenance/Other</b>	<b>.000</b>
<b>Total Cost</b>	<b>.000</b>

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
<b>i. Current Year (Direct Appropriation)</b>	<b>59.748</b>
<b>ii. Prior Year</b>	<b>16.653</b>
<b>b. Replen/Repair WRM -Reinvest (from WRM Sales)</b>	<b>8.200</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>84.601</b>

SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

FY2013

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>555.100</b>	<b>555.100</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>52.897</b>	<b>52.897</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>45.032</b>	<b>45.032</b>	<b>.000</b>
(1). Purchases	45.452	45.452	.000
(2). Returns from customers	(.420)	(.420)	.000
<b>b. Issues @ std</b>	<b>(25.245)</b>	<b>(25.245)</b>	<b>.000</b>
(1). Sales	(10.000)	(10.000)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	(15.245)	(15.245)	.000
<b>c. Adjustments @ std</b>	<b>33.110</b>	<b>33.110</b>	<b>.000</b>
(1). Capitalizations	(19.445)	(19.445)	.000
(2). Gains and losses	5.960	5.960	.000
(3). Other	46.595	46.595	.000
<b>Inventory EOP</b>	<b>607.997</b>	<b>607.997</b>	<b>.000</b>

**STOCKPILE COSTS**

<b>1. Storage</b>	<b>.000</b>
<b>2. Management</b>	<b>.000</b>
<b>3. Maintenance/Other</b>	<b>.000</b>
<b>Total Cost</b>	<b>.000</b>

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
i. Current Year (Direct Appropriation)	45.452
ii. Prior Year	5.624
<b>b. Replen/Repair WRM -Reinvest (from WRM Sales)</b>	<b>25.207</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>76.283</b>

SM-6  
(Dollars in Millions)

War Reserve Material  
Air Force Working Capital Fund  
Supply Management Activity Group - Retail

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**Supply Management Activity Group - Retail**

FY2014

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>607.997</b>	<b>607.997</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>11.416</b>	<b>11.416</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>61.731</b>	<b>61.731</b>	<b>.000</b>
(1). Purchases	61.731	61.731	.000
(2). Returns from customers	.000	.000	.000
<b>b. Issues @ std</b>	<b>(31.180)</b>	<b>(31.180)</b>	<b>.000</b>
(1). Sales	(10.000)	(10.000)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	(21.180)	(21.180)	.000
<b>c. Adjustments @ std</b>	<b>(19.135)</b>	<b>(19.135)</b>	<b>.000</b>
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	6.200	6.200	.000
(3). Other	(25.335)	(25.335)	.000
<b>Inventory EOP</b>	<b>619.413</b>	<b>619.413</b>	<b>.000</b>

**STOCKPILE COSTS**

<b>1. Storage</b>	<b>.000</b>
<b>2. Management</b>	<b>.000</b>
<b>3. Maintenance/Other</b>	<b>.000</b>
<b>Total Cost</b>	<b>.000</b>

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
i. Current Year (Direct Appropriation)	61.731
ii. Prior Year	.000
<b>b. Replen/Repair WRM -Reinvest (from WRM Sales)</b>	<b>7.000</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>68.731</b>



***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***UNITED STATES***

***TRANSPORTATION COMMAND***

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**United States Transportation Command  
Transportation Working Capital Fund  
Fiscal Year (FY) 2014 Budget Analysis**

**Background**

This submission provides justification for the United States Transportation Command (USTRANSCOM) Transportation Working Capital Fund (TWCF) budget. The Secretary of Defense has designated the Commander, United States Transportation Command (CDR USTRANSCOM) as the single Department of Defense (DOD) manager for the Defense Transportation System (DTS) in peace and war. As such, all common-user transportation assets are under the command authority of CDR USTRANSCOM, except for Service unique or theater assigned assets. Commander, USTRANSCOM is also the DOD's Distribution Process Owner (DPO), charged with coordinating and overseeing the DOD distribution system and developing and implementing distribution process improvements that enhance defense logistics and global supply chain management systems. USTRANSCOM submits the TWCF budget as a distinct subset of the Air Force Working Capital Fund (AFWCF) budget submission. It reflects the cost authority needed to meet peacetime operations, Overseas Contingency Operations (OCO), the surge/readiness requirements to support the National Military Strategy, and to synchronize deployment distribution planning and execution across DOD as the Global Distribution Synchronizer, USTRANSCOM's newest Unified Command Plan mission. Capital funding supports the Department's In-Transit Visibility and Command and Control needs, facilitating continuous process improvement and modernization.

**Composition of Component Business Areas**

USTRANSCOM's mission is to provide air, land, and sea transportation for the Department of Defense (DOD) in time of peace and war, with a primary focus on wartime readiness. Our \$12 billion budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. We accomplish our joint mission through our four Component Commands— Air Mobility Command (AMC), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (SDDC), and the Joint Enabling Capabilities Command (JECC). This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each Component follows:

TWCF Budget Analysis Overview

Air Mobility Command provides airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking. They are the single manager for air mobility.

Military Sealift Command supports our nation by delivering supplies and conducting specialized missions across the world's oceans.

Surface Deployment and Distribution Command provides global surface deployment and distribution services to meet the nation's objectives.

Joint Enabling Capabilities Command meets joint task for commanders' requirements for a rapidly deployable, tailored team of experts in plans, operations, knowledge management, intelligence support, logistics, public affairs, and communications. The Joint Enabling Capabilities Command is not part of the Working Capital Fund.

Our components provide the critical link to the Services' core competencies in organizing, training, and equipping forces. They provide lines of communication to the Services, ensuring assets are available when needed for the transition from peace to war. The surge from peacetime sustainment to a massive deployment of people and material in support of OCO is the most recent example of our ability to execute our mission. Our successes result from the synergy of military and commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning—all requiring the team efforts of the Commander's Staff and our components.

## **Budget Highlights**

One of DOD's highest priority goals is to maintain a robust and responsive defense transportation and distribution system as a critical element of America's national security strategy for rapid power projection and sustainment. USTRANSCOM's ability to move U.S. forces, equipment, and supplies, often at a moment's notice, enables us to defend vital national interests anywhere in the world. Additionally, USTRANSCOM's efforts as the DOD DPO to improve joint logistics support continue to produce results. Working with the DOD, regional combatant commands, agencies, and the Services, USTRANSCOM is leading the collaborative effort to make joint logistics a reality – leveraging experience and using information technology to consolidate logistics requirements in real time, compress the decision cycle, and continually improve response capabilities supporting our diverse customers and their requirements. USTRANSCOM is synchronizing the deployment, distribution, and sustainment of forces to achieve maximum efficiency and interoperability by eliminating

TWCF Budget Analysis Overview

duplication and standardizing practices. Working with our Joint Deployment and Distribution Enterprise (JDDE) partners, USTRANSCOM has implemented initiatives such as the Joint Task Force-Port Opening (JTF-PO), which dramatically improves port activation processes and timelines. The Defense Transportation Coordination (DTC) provides visibility of CONUS freight movement, enabling load consolidation, increased use of cost effective intermodal solutions and intelligent scheduling. Combining our command-wide analytical capabilities, USTRANSCOM established the Joint TWCF Finance Center and the Joint Distribution Process Analysis Center (JDPAC). The goals of the Joint Finance Center are to achieve a greater capability to manage and forecast TWCF cash, increase billing effectiveness, improve customer service, and strengthen the Joint approach to TWCF Financial Systems. Creating further economies, the JDPAC functions as the major focal point for analyzing, modeling, understanding, and resolving complex logistics issues through the application of state-of-the-art research, decision support tools, and best practices to distribution, deployment, and sustainment operations. USTRANSCOM, as the global distribution synchronizer, is the Combatant Command responsible for the alignment of distribution planning and related activities of the other Combatant Commands, Services, Defense agencies, and other activities to facilitate coordinated and decentralized execution across geographic boundaries.

This budget submission also incorporates USTRANSCOM's Combatant Commander's directed reductions, OMB directive for Reduced Contract Spending for Management Support Services, and Campaign to Cut Waste initiatives.

Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense logistics enterprise. Our support for the OCO dominates the cost changes from FY 2012 to FY 2014. FY 2012 through FY 2014 contains OCO assumptions. FY 2012 data includes actual results.

## **Economies and Efficiencies**

Productivity and Cost Avoidance Initiatives and Organizational Streamlining: USTRANSCOM control over the TWCF began in 1994. Since then, we have promoted a culture of cost efficiency which has resulted in savings of over \$3.4 billion. These include:

- Renegotiating ship contracts
- Reducing ship testing periods
- Initiating fuel savings techniques for ship charters and military aircraft
- Operating aircraft channels and utilizing aircraft more efficiently
- Revising flying hour models to reduce flying hours

TWCF Budget Analysis Overview

- Phasing out unneeded commercial air passenger and cargo capacity
- Eliminating redundancies between components
- Accelerating implementation of BRAC actions
- Rightsizing port infrastructure
- Consolidating command headquarters
- Streamlining organizational structures
- Implementing cost savings/efficiency initiatives (SECDEF directed efficiencies, insourcing savings, manpower efficiencies, POTUS directed campaign to cut waste, and Commander, USTRANSCOM directed Information Technology overhead reduction)
- Improving container utilization on ocean liner missions

**Costs**

<b>COST (\$ IN MILLIONS)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
AMC	\$8,591	\$9,132	\$8,284
SDDC	\$3,326	\$3,405	\$3,219
MSC	\$1,102	\$820	\$835
Defense Courier Division (DCD)	\$7	\$10	\$10
<b>Total</b>	<b>\$13,026</b>	<b>\$13,367</b>	<b>\$12,348</b>

**FY 2013 in the FY 2013 PB – FY 2013 Current Estimate:**

Total USTRANSCOM: Cost increased in FY 2013 by \$388 million, major changes are listed below:

- +\$640 million – Workload Changes
- +\$56 million – Container Detention Increase
- +\$13 million – Other
- (\$232) million – Commercial Augmentation Efficiencies and Cost Decreases
- (\$35) million – Inflation Assumptions

- (\$33) million – Campaign to Cut Waste Reduction
- (\$11) million – Decreased Aircraft Maintenance
- (\$10) million – Traffic Management, Port Readiness, DPO, Radio Frequency Identification Tag Reduction

**FY 2013 – FY 2014:**

Total USTRANSCOM: Cost decreased in FY 2014 by \$1,019 million, major changes are listed below:

- (\$880) million – Workload Changes
- (\$142) million – Decreased Aircraft Maintenance
- (\$26) million – Other
- (\$14) million – 6% Information Technology Reduction
- (\$10) million – Container Detention Decrease
- (\$8) million – Traffic Management, Port Readiness, DPO, Radio Frequency Identification Tag Reduction
- (\$5) million – MSC Manpower Realignment to the Navy Working Capital Fund
- (\$2) million – 598<sup>th</sup> Brigade Restationing
- +\$36 million – Increased Ship Maintenance
- +\$32 million – Inflation Assumptions

**Revenue**

<b>REVENUE (\$ IN MILLIONS)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
AMC	\$8,658	\$9,215	\$7,975
SDDC	\$3,175	\$3,158	\$3,575
MSC	\$1,008	\$849	\$884
DCD	\$11	\$10	\$6
<b>Total</b>	<b>\$12,852</b>	<b>\$13,232</b>	<b>\$12,440</b>

Revenue: Revenue estimates are derived by using approved stabilized rates multiplied by various workload measures (i.e., flying hours, ton miles, passenger miles, ship days, measurement tons, and vehicles). While workload can vary

widely, prices established during the budget process generally remain fixed during the year of execution. Because USTRANSCOM's airlift rates are set to compete with private sector rates, they do not cover the full cost of the Air Force's readiness requirements of military airlift operations.

**Net Operating Result (NOR) / Accumulated Operating Result (AOR)**

<b>NOR/AOR (\$ IN MILLIONS)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
NOR	-\$169	-\$135	\$92
Ending AOR	-\$294	-\$436	-\$325
Non-Recoverable	-\$7	\$19	\$315
Recoverable AOR	-\$301	-\$417	-\$10

**TOTAL FY 2013 USTRANSCOM NET OPERATING RESULT:** FY 2013 President's Budget estimated operating result was a negative \$514 million. The current FY 2013 estimate is a negative \$135 million, an increase of \$379 million.

- +\$294 million – Airlift Readiness Account
- +\$232 million – Commercial Augmentation Efficiencies and Cost Decreases
- +\$33 million – Campaign to Cut Waste Reduction
- +\$11 million – Decreased Aircraft Maintenance
- (\$152) million – Workload Changes
- (\$39) million – Other

**TOTAL FY 2014 USTRANSCOM NET OPERATING RESULT:** The FY 2014 NOR of +\$92 million recovers SDDC prior year losses.

**FY 2014 NON-RECOVERABLE:** The Non-recoverable in FY 2014 contains +\$282 million for the FY 2013 AMC cash transfer from Air Force, write off of +\$15 million for MSC stabilized unsupported collections and disbursements to align Funds Balance With Treasury and MSC account balances, and adjustment needed to closely align cash and operating results (+\$25 million).



FY 2014 RECOVERABLE AOR: The Recoverable AOR of -\$10 million is the result of recovering SDDC Port Operations AOR over two years.

**Disbursements, Collections, and Net Outlays**

(\$ IN MILLIONS)	FY 2012	FY 2013	FY 2014
Disbursements	\$13,150	\$12,725	\$12,348
Collections	\$13,049	\$12,829	\$12,348
Net Outlays	\$101	(\$104)	0
Ending Cash Balance	\$255	\$358	\$367
7 Day Cash Goal	\$466	\$457	\$439
10 Day Cash Goal	\$614	\$602	\$579

TOTAL FY 2013 USTRANSCOM CASH: FY 2013 President’s Budget estimated cash of \$124 million was for FY 2013. The current FY 2013 estimate is \$358 million, an increase of \$234 million. The increase is primarily due to FY 2013 operating results. FY 2013 cash position is contingent on collection of ARA (\$294 million), Cash Recovery Charge (\$449 million), increased fuel price billings (\$512 million), and OCO C-17 CLS Engines (\$230 million).

TOTAL FY 2014 USTRANSCOM CASH: The FY 2014 cash position is contingent on collection of ARA (\$150 million), cash recovery charge (\$285 million), fuel price billings (\$343 million), and OCO C-17 CLS engines (\$79 million).

### Unit Cost

<b>AMC UNIT COST</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Channel Passenger (million PAX miles)	\$347,110	\$390,994	\$395,146
Channel Cargo (million ton miles)	\$2,473,531	\$2,667,876	\$2,621,677
SAAM/JCS (million ton miles)	\$1,500,978	\$1,526,994	\$1,461,618
Training (cost per flying hour)			
--- C-5	\$37,007	\$33,189	\$29,458
--- C-17	\$18,559	\$20,802	\$20,340

<b>MSC UNIT COST</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Petroleum Tanker Ship Days	\$73,198	\$73,213	\$73,581
Surge Reduced Operating Status (ROS) Ship Days	\$25,147	\$22,270	\$23,523
Army Afloat Prepo Ship Days	\$79,497	\$88,356	\$91,712
Air Force Afloat Prepo Ship Days	\$42,053	\$51,013	\$61,220
Defense Logistics Agency (DLA) Afloat Prepo Ship Days	\$50,000	N/A	N/A
Chartered Cargo per Diem Days	\$55,625	\$45,403	\$44,213

<b>SDDC UNIT COST</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Port Operations (measurement ton)	\$35.67	\$41.28	\$40.38
Global POV (vehicle)	\$3,677.87	\$3,898.88	\$4,309.99
Liner Ocean Transportation (measurement ton)	\$305.67	\$296.59	\$276.26

<b>DCD UNIT COST</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Cost per pound delivered	\$5.31	\$6.47	\$6.79

**Workload**

<b>AMC WORKLOAD</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Channel Passenger (million PAX miles)	917	939	939
Channel Cargo (million ton miles)	963	1,020	1,020
SAAM/JCS (million ton miles)	3,374	3,384	3,007
Training-C-5 (flying hours)	2,813	3,230	3,415
Training-C-17 (flying hours)	23,407	23,810	23,810

<b>MSC WORKLOAD</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Petroleum Tanker Ship Days	2,626	2,714	2,714
Surge ROS Ship Days	3,660	5,110	5,110
Army Afloat Prepositioning Ship Days	2,837	2,920	2,920
Air Force Afloat Prepositioning Ship Days	732	790	820
DLA Afloat Prepositioning Ship Days	732	N/A	N/A
Chartered Cargo Ship Days	2,120	2,284	2,160

<b>SDDC WORKLOAD</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Port Operations (measurement ton)	7,589,000	7,149,000	7,149,000
Global POV (vehicle)	68,817	70,533	65,847
Liner Ocean Transportation (measurement ton)	8,790,000	9,278,000	9,316,000

<b>DCD WORKLOAD</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Pounds Delivered	1,357,000	1,500,000	1,400,000

**Customer Rate Changes**

<b>AMC RATE CHANGES</b>	<b>FY 2013</b>	<b>FY 2014</b>
Channel Passenger	1.7%	1.9%
Channel Cargo	1.7%	1.9%
SAAM/JCS	7.0%	2.7%
Training	5.9%	0.9%

<b>MSC RATE CHANGES</b>	<b>FY 2013</b>	<b>FY 2014</b>
Petroleum Tankerships	-1.0%	-6.3%
Surge FOS	-17.1%	N/A
Surge ROS	66.7%	-23.0%
Army Afloat Prepositioning	18.6%	14.5%
Air Force Afloat Prepositioning	7.4%	-6.2%
Chartered Cargo	2.4%	11.1%

<b>SDDC RATE CHANGES</b>	<b>FY 2013</b>	<b>FY 2014</b>
Port Operations	31.3%	39.0%
Global POV	-1.6%	24.0%
Liner Ocean Transportation	0.2%	14.4%

<b>DCD RATE CHANGES</b>	<b>FY 2013</b>	<b>FY 2014</b>
Pounds Delivered	-23.2%	1.6%

### **Capital Investment Program (CIP)**

This budget enables USTRANSCOM to continue system transformation, enhancements and upgrades focused on providing support to the warfighter and ensure readiness for the 21st century. Our CIP includes investment in Equipment, Automated Data Processing Equipment (ADPE) and Telecommunications Equipment, Software Development, and Minor Construction. Agile Transportation for the 21<sup>st</sup> Century (AT21), Defense Personal Property System (DPS), Global Decision Support System (GDSS), Mission Index Flying (MIF), Mobility Air Forces Flight Planning Service (MAFPS), and Integrated Data Environment/Global Transportation Network Convergence (IGC) are our major CIP transformational system efforts. AT21 is an umbrella program that integrates and governs end-to-end distribution process optimization initiatives including: continuous business process improvement, process visualization and dynamic transportation decision making. Using enabling technology, these initiatives equip operators with new insights to solve distribution pipeline challenges quickly and collaboratively – yielding enhanced end-to-end delivery of forces and sustainment to the Warfighter while reducing taxpayer costs. DPS funding provides key functionality and usability needed for customers to have a more responsive, user-friendly experience while ensuring timely and accurate delivery of personal property shipments. GDSS is the Mobility Air Force's principal C2 system which delivers robust capabilities to command and control forces using a net-centric environment, allowing access and information sharing across classified and unclassified domains. MIF is a cost index optimization software maintained on a portable laptop carried on by the pilot that will allow aircraft operators to minimize operating costs without using on board flight management system. It allows for in-flight changes to compute best vertical profile, speed and power settings to minimize fuel burn rates. MAFPS performs flight planning calculations for missions generated from AMC's Tanker Airlift Control Center (TACC) as well as provide reporting and interface/displays and import referential and temporal data required to create flight plans. To eliminate duplication and overlap in Information Technology system capability and ensure the greatest possible support to the warfighter, the DPO Executive Board has directed Asset Visibility (AV) be migrated to the IGC program by 2014. USTRANSCOM has partnered with DLA to fund the sustainment within the IGC program for FY 2015-FY 2018. This is allowing a "one stop shop" for the warfighter when they are tracking their goods through the DTS.

## CIP

<b>CIP (\$ IN MILLIONS)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Equipment	1.0	3.6	3.0
ADPE and Telecom Equip	36.6	43.9	45.3
Software Development	99.7	144.7	117.5
Minor Construction	6.5	11.4	10.9
<b>Total</b>	<b>143.8</b>	<b>203.6</b>	<b>176.7</b>

### **Manpower Trends**

USTRANSCOM's staffing is comprised of approximately 74 percent military and 26 percent civilian. Maintaining a ready airlift capability consumes approximately 84 percent of the workforce. MSC and SDDC meet the majority of its requirements through commercial contracts; therefore, it is not DoD manpower intensive. The efficient use of manpower for our components is integral to the success of USTRANSCOM's mission.

### **Military End Strength and Workyears**

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
Army	225	240	239
Navy	160	175	175
Marine Corps	12	12	12
Air Force	12,191	13,621	13,792
<b>Total Military End Strength</b>	<b>12,588</b>	<b>14,048</b>	<b>14,218</b>
<b>Total Military Workyears</b>	<b>11,490</b>	<b>12,544</b>	<b>12,695</b>

### Civilian End Strength

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
U.S. Direct Hire	3,745	3,911	3,855
Foreign National Direct Hire	211	208	208
Foreign National Indirect Hire	413	421	422
Total Civilian End strength	4,369	4,540	4,485

### Civilian Full-Time Equivalents

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
U.S. Direct Hire	3,838	3,880	3,824
Foreign National Direct Hire	204	206	206
Foreign National Indirect Hire	410	417	418
Total Civilian FTEs	4,452	4,503	4,448

#### **FY 2013 in the FY 2013 PB – FY 2013 Current Estimate:**

- No change

#### **FY 2013 – FY 2014:**

- Increase of Air Force military due to AMC command zero-balance Program Element (PE) transfers
- Decrease of civilian USDH at MSC due to projected diminished workload
- Transfer of one civilian USDH to FNIH at SDDC is an internal adjustment.

**Overseas Contingency Operations (OCO) Direct Appropriations**

<b>OCO (\$ IN MILLIONS)</b>	<b>FY 2013</b>	<b>FY 2014</b>
Transportation of Fallen Heroes	\$10.0	\$10.0
C-17 Contractor Logistics Support (CLS) Engine Cost Increase	\$230.4	\$78.5

**Fallen Heroes** - The National Defense Authorization Act (NDAA) 2007, Section 562 requires the use of military or military contracted aircraft to transport Service members who die in a combat theater of operations from Dover Port Mortuary, Delaware to their final destination. Funds are needed to provide dedicated contract airlift.

**Impact if not funded:** If not funded, the dedicated commercial contract option will cease and operations will have to revert back to routine commercial airlift, thus not providing a dignified and direct service benefiting the family. This is in accordance with the NDAA 2007.

**C-17 Contractor Logistics Support (CLS) Engine Cost Increase** - AMC identified a shortfall due to increased C-17 engine CLS costs justified by excessive wear and tear from operating in the contingency environment. The requirement for FY 2013 is \$230.4 million; FY 2014 is \$78.5 million.

**Impact if not funded:** If not funded, there will be upwards of 21 aircraft unavailable and/or limited to CONUS missions. Grounding of upwards of 21 aircraft represents over 17% of the AMC fleet unavailable for missions. This means that 17% of the time that AMC is tasked for a C-17 mission there may not be an aircraft available to do the mission.



Fund 2  
(Dollars in Millions)

Changes in the Cost of Operations  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**United States Transportation Command**

	<b>FY2012 to FY2013</b>
<b>Estimated Actuals</b>	<b>\$13,025.6</b>
<b>Estimate in President's Budget</b>	<b>\$12,978.9</b>
<b>Estimated Impact</b>	<b>\$0.0</b>
<b>Pricing Adjustments:</b>	<b>(\$267.2)</b>
<b>a. Total Pay Raises</b>	<b>(\$0.3)</b>
(1) Civilian Personnel Raises	(\$0.3)
(2) Military Personnel Raises	
<b>b. Annualization of Prior Year Pay Raises</b>	<b>\$0.0</b>
(1) Civilian Personnel Annualization	
(2) Military Personnel Annualization	
<b>c. Commercial Transportation Pricing Changes</b>	<b>(\$191.1)</b>
<b>d. Decreased Aircraft Maintenance Prices</b>	<b>(\$50.2)</b>
<b>e. Decreased Depot Level Repairables</b>	<b>(\$28.5)</b>
<b>f. General Purchase Inflation</b>	<b>\$2.9</b>
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>(\$39.9)</b>
<b>a. Campaign to Cut Waste Reduction</b>	<b>(\$32.6)</b>
<b>b. Service Level Billing Reduction</b>	<b>(\$10.1)</b>
<b>c. Defense Transportation Coordination (DTC) Phase VII non-Implementation</b>	<b>(\$2.2)</b>
<b>d. BRAC Savings</b>	<b>\$5.0</b>
<b>Program Changes:</b>	<b>\$695.2</b>
<b>a. Workload Changes</b>	<b>\$640.4</b>
<b>b. Container Detention Increase</b>	<b>\$55.8</b>
<b>c. Other</b>	<b>\$9.6</b>
<b>d. Decreased Aircraft Maintenance</b>	<b>(\$10.6)</b>
<b>EOP Estimate</b>	<b>\$13,367.0</b>

Fund 2  
(Dollars in Millions)

Changes in the Cost of Operations  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**United States Transportation Command**

	<b>FY2013 to FY2014</b>
<b>Current Estimate</b>	<b>\$13,367.0</b>
<b>Pricing Adjustments:</b>	<b>\$32.3</b>
<b>a. Total Pay Raises</b>	<b>\$4.9</b>
(1) Civilian Personnel Raises	\$4.4
(2) Military Personnel Raises	\$0.5
<b>b. Annualization of Prior Year Pay Raises</b>	<b>\$0.5</b>
(1) Civilian Personnel Annualization	
(2) Military Personnel Annualization	
<b>c. Fuel Pricing</b>	<b>(\$56.9)</b>
<b>d. Commercial Transportation Pricing Changes</b>	<b>\$30.2</b>
<b>e. Increased Aircraft Maintenance Prices</b>	<b>\$27.7</b>
<b>f. General Purchase Inflation</b>	<b>\$18.7</b>
<b>g. Increased Depot Level Repairables</b>	<b>\$7.2</b>
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>(\$33.1)</b>
<b>a. 6% Information Technology Reduction</b>	<b>(\$13.6)</b>
<b>b. Service Level Billing Reduction</b>	<b>(\$7.8)</b>
<b>c. Manpower Realignment to Navy Working Capital Fund</b>	<b>(\$5.1)</b>
<b>d. Fuel Efficiencies Due to Information Technology Initiatives</b>	<b>(\$3.2)</b>
<b>e. Restationing of 598th Brigade</b>	<b>(\$1.8)</b>
<b>f. Cost Efficiencies</b>	<b>(\$0.9)</b>
<b>g. Campaign to Cut Waste Reduction</b>	<b>(\$0.7)</b>
<b>Program Changes:</b>	<b>(\$1,018.7)</b>
<b>a. Workload Changes</b>	<b>(\$879.6)</b>
<b>b. Decreased Aircraft Maintenance</b>	<b>(\$142.1)</b>
<b>c. Other</b>	<b>(\$22.8)</b>
<b>d. Container Detention Decrease</b>	<b>(\$9.9)</b>
<b>e. Increased Ship Maintenance</b>	<b>\$35.7</b>
<b>EOP Estimate</b>	<b>\$12,347.5</b>

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**United States Transportation Command**

	FY2012	FY2013	FY2014
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>	<b>11,895.7</b>	<b>12,412.3</b>	<b>11,584.6</b>
<b>Total Air Force</b>	<b>4,063.8</b>	<b>3,940.1</b>	<b>3,634.5</b>
<b>Military Personnel</b>	<b>179.2</b>	<b>197.1</b>	<b>216.1</b>
<b>Aircraft Procurement</b>	<b>10.6</b>	<b>.4</b>	<b>.4</b>
<b>Missile Procurement</b>	<b>.7</b>	<b>.8</b>	<b>.8</b>
<b>Other Procurement</b>	<b>12.3</b>	<b>15.8</b>	<b>16.2</b>
<b>Operations &amp; Maintenance</b>	<b>3,588.2</b>	<b>3,444.7</b>	<b>3,118.8</b>
<b>Operations &amp; Maintenance - ANG</b>	<b>20.0</b>	<b>23.3</b>	<b>24.0</b>
<b>Operations and Maintenance - AFRES</b>	<b>213.2</b>	<b>206.2</b>	<b>206.4</b>
<b>RDT&amp;E</b>	<b>6.6</b>	<b>5.2</b>	<b>5.4</b>
<b>Other</b>	<b>33.0</b>	<b>46.6</b>	<b>46.4</b>
<b>Army</b>	<b>5,982.9</b>	<b>6,346.0</b>	<b>5,879.4</b>
<b>Military Personnel</b>	<b>168.8</b>	<b>172.0</b>	<b>218.1</b>
<b>Aircraft Procurement</b>	<b>1.7</b>	<b>1.1</b>	<b>1.1</b>
<b>Missile Procurement</b>	<b>.1</b>	<b>.1</b>	<b>.1</b>
<b>Other Procurement</b>	<b>18.1</b>	<b>36.7</b>	<b>27.2</b>
<b>AAFES</b>	<b>247.0</b>	<b>124.5</b>	<b>179.9</b>
<b>Operations and Maintenance</b>	<b>5,503.4</b>	<b>5,958.5</b>	<b>5,409.1</b>
<b>NG, O&amp;M</b>	<b>5.0</b>	<b>5.7</b>	<b>3.7</b>
<b>Army Reserve</b>	<b>12.9</b>	<b>13.3</b>	<b>6.4</b>
<b>RDT&amp;E</b>	<b>14.5</b>	<b>20.9</b>	<b>19.6</b>
<b>Other</b>	<b>11.4</b>	<b>13.2</b>	<b>14.2</b>
<b>Navy</b>	<b>965.9</b>	<b>1,023.7</b>	<b>882.0</b>
<b>Military Personnel</b>	<b>128.2</b>	<b>83.4</b>	<b>85.5</b>
<b>Aircraft Procurement</b>	<b>.0</b>	<b>1.4</b>	<b>1.4</b>
<b>NEXCOM</b>	<b>1.2</b>	<b>.9</b>	<b>1.5</b>
<b>Operations and Maintenance</b>	<b>728.4</b>	<b>801.3</b>	<b>680.3</b>
<b>NG, O&amp;M</b>	<b>2.2</b>	<b>.9</b>	<b>.9</b>
<b>NDSF</b>	<b>97.8</b>	<b>127.7</b>	<b>102.4</b>
<b>RDT&amp;E</b>	<b>3.6</b>	<b>1.8</b>	<b>1.4</b>
<b>Other</b>	<b>4.5</b>	<b>6.3</b>	<b>8.6</b>
<b>Marine Corps</b>	<b>348.5</b>	<b>447.2</b>	<b>548.3</b>
<b>Military Personnel</b>	<b>40.0</b>	<b>42.4</b>	<b>42.0</b>

Fund 11  
(Dollars in Millions)

Source of New Orders and Revenue  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**United States Transportation Command**

	FY2012	FY2013	FY2014
<b>MCEX</b>	.0	.0	.0
<b>Operations and Maintenance</b>	306.6	402.5	504.3
<b>Other</b>	1.9	2.3	2.0
<b>OSD</b>	534.6	655.3	640.4
<b>Operations and Maintenance</b>	322.8	389.4	371.7
<b>JCS</b>	124.0	186.0	180.2
<b>SOCOM</b>	179.3	174.4	159.0
<b>Health Affairs</b>	.0	.0	.0
<b>NSA</b>	4.6	3.7	2.1
<b>DIA</b>	.1	.1	.1
<b>DMA</b>	.0	.0	.0
<b>Other</b>	14.8	20.7	24.8
<b>DLA (Non-WCF)</b>	.0	4.5	5.5
<b>DTS-PMO</b>	.0	.0	.0
<b>Procurement</b>	.1	4.6	5.3
<b>Other</b>	211.7	261.3	263.4
<b>b. Orders From Other Fund Activity Groups</b>	661.4	474.1	536.5
<b>DECA</b>	236.6	255.7	246.4
<b>DLA</b>	70.3	43.2	43.3
<b>Other Orders</b>	354.5	175.2	246.8
<b>c. Total DOD</b>	12,557.1	12,886.4	12,121.1
<b>d. Other Orders</b>	294.4	345.2	318.4
<b>Other Federal Agencies</b>	17.7	25.9	19.5
<b>Trust Fund</b>	79.8	88.2	66.1
<b>Non Federal Agencies</b>	46.5	41.6	44.0
<b>Foreign Military Sales</b>	150.4	189.5	188.8
<b>Total New Orders</b>	12,851.5	13,231.6	12,439.5
<b>2. Carry-In Orders</b>	.0	.0	.0
<b>3. Total Gross Orders</b>	12,851.5	13,231.6	12,439.5
<b>4. Funded Carryover</b>	.0	.0	.0
<b>5. Total Gross Sales</b>	12,851.5	13,231.6	12,439.5

Fund 11 United States Transportation Command

Fund 14  
(Dollars in Millions)

Revenue and Expenses  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

United States Transportation Command

	FY2012	FY2013	FY2014
<b>Revenue</b>			
Gross Sales	12,851.6	13,231.6	12,439.5
Operations	12,382.0	12,591.4	12,229.6
Capital Surcharge	.0	.0	.0
Cash Surcharge	266.0	449.0	.0
Depreciation excluding Maj Const	203.6	191.2	209.9
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
<b>Total Income:</b>	<b>12,851.6</b>	<b>13,231.6</b>	<b>12,439.5</b>
<b>Expenses:</b>			
<b>Salaries and Wages:</b>			
Military Personnel Compensation & Benefits	41.9	42.6	42.2
Civilian Personnel Compensation & Benefits	387.6	407.3	398.4
Travel and Transportation of Personnel	122.9	136.7	128.6
Materials and Supplies (For internal operations)	2,100.3	2,455.9	2,389.7
Equipment	5.2	4.2	4.1
Other Purchases from Revolving Funds	362.4	187.0	131.5
Transportation of Things	7,935.6	7,991.6	7,128.9
Depreciation - Capital	203.1	191.2	209.9
Printing and Reproduction	2.2	.4	.4
Advisory and Assistance Services	43.3	47.2	48.2
Rent, Comm, Utilities and Misc Charges	40.5	53.2	60.4
Other Purchased Services	1,780.6	1,849.7	1,805.2
<b>Total Expenses</b>	<b>13,025.6</b>	<b>13,367.0</b>	<b>12,347.5</b>
<b>Operating Result</b>	<b>(174.0)</b>	<b>(135.4)</b>	<b>91.9</b>
Less Capital Surcharge Reservation	.0	.0	.0
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.0	.0	.0
Other Changes (NOR)	4.7	.0	.0
<b>Net Operating Result</b>	<b>(169.3)</b>	<b>(135.4)</b>	<b>91.9</b>
Beginning AOR	(124.3)	(300.7)	(417.3)
Prior Year Adjustments	.0	.0	.0
Other Changes Affecting AOR	.0	.0	.0
<b>Accumulated Operating Result</b>	<b>(293.6)</b>	<b>(436.1)</b>	<b>(325.4)</b>
Non-Recoverable Adjustment Impacting AOR	(7.1)	18.8	315.4
<b>Accumulated Operating Result for Budget Purposes</b>	<b>(300.7)</b>	<b>(417.3)</b>	<b>(10.0)</b>

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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**  
***CAPITAL BUDGET***

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Fund 9A  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

**CSAG**

Line Number	Item Description	FY2012		FY2013		FY2014	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	<b>EQUIPMENT</b>	55	129.738	44	145.073	76	143.617
	Maintenance Division	55	129.738	44	145.073	76	143.617
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>ADPE &amp; TELECOM</b>	13	8.702	6	6.934	11	9.524
	Maintenance Division	12	7.006	4	4.406	10	7.919
	Supply Division	1	1.696	2	2.528	1	1.605
	<b>SOFTWARE DEVELOPMENT</b>	3	8.011	5	12.235	3	6.287
	Maintenance Division	0	2.938	1	4.400	1	1.000
	Supply Division	3	5.074	4	7.835	2	5.287
	<b>MINOR CONSTRUCTION</b>	8	3.433	11	6.726	15	9.896
	Maintenance Division	8	3.433	11	6.726	15	9.896
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>TOTAL</b>	<b>79</b>	<b>149.884</b>	<b>66</b>	<b>170.968</b>	<b>105</b>	<b>169.323</b>
	Capital Outlays (above threshold)		148.183		144.602		165.460
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		148.183		144.602		165.460
	Total Depreciation Expense		168.373		177.800		176.678

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT WSS				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	96,119.5	96,119.5	1	86,222.7	86,222.7	1	112,267.4	112,267.4
Total	1	96,119.5	96,119.5	1	86,222.7	86,222.7	1	112,267.4	112,267.4
Narrative Justification:									
Description									
<p>This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeable, or Other Depot mission. They are designed, scheduled, and installed in accordance with established Air Logistics or Aerospace Maintenance and Regeneration Group processes and priorities. Weapon System Sustainment (WSS) projects support the depot maintenance mission requirements to sustain the existing organic industrial base, save dollars through increased productivity, and support customer requirements. The equipment, when replaced, upgraded, integrated, or combined into depot industrial operations, leads to efficiency and personnel safety improvements; supports hazardous waste minimization and pollution prevention efforts; enhances product quality; and increases customer satisfaction in performing the Air Force mission. Time sensitivity of projects to accommodate new or emerging workload requirements and produce an acceptable end state is a critical factor in depot operations. As such, program and execution in this line is essential as equipment requirements may change. Documentation and project justification support are certified and maintained on file, including, when appropriate, economic analyses.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>Without the required equipment, the Air Force would be unable to provide reliable, cost-effective and timely depot support services and products to operational forces around the world. Depots would be unable to accommodate workload requirements and produce acceptable end state products. Depot infrastructure would deteriorate and become unproductive. Ability to execute capital budgets in support of mission objectives would be severely hampered. The aforementioned investments are critical to remaining competitive and provide combat mission support.</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT TEST				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	33,618.4	33,618.4	1	58,850.6	58,850.6	1	31,350.0	31,350.0
Total	1	33,618.4	33,618.4	1	58,850.6	58,850.6	1	31,350.0	31,350.0

Narrative Justification:

Description

This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeables, or Other Depot mission. They are designed, scheduled, and installed in accordance with established Air Logistics or Aerospace Maintenance and Regeneration Group processes and priorities. Test and Inspection projects support the depot maintenance mission requirements to sustain the existing organic industrial base, save dollars through increased productivity, and support customer requirements. The equipment, when replaced, upgraded, integrated, or combined into depot industrial operations, leads to efficiency improvement and personnel safety; supports hazardous waste minimization and pollution prevention efforts; enhances product quality; and increases customer satisfaction in performing the Air Force mission. Time sensitivity of projects to accommodate new or emerging workload requirements and produce an acceptable end state is a critical factor in depot operations. As such, program and execution in this line is essential as equipment requirements may change. Documentation and project justification support are certified and maintained on file, including, when appropriate, economic analyses in accordance with the established guidance.

Economic Analysis

An Economic Analysis was completed and is on file.

Impact

Without the required equipment, AF would be unable to provide reliable, cost-effective and timely depot support services and products to operational forces around the world. Depots would be unable to accommodate workload requirements and produce acceptable end state products. Depot infrastructure would deteriorate and become unproductive. Ability to execute capital budgets in support mission objectives would be severely hampered. The aforementioned investments are critical to remaining competitive and provide combat mission support.

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description ADPE & TELECOM				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	7,006.4	7,006.4	1	4,405.7	4,405.7	1	7,918.6	7,918.6
Total	1	7,006.4	7,006.4	1	4,405.7	4,405.7	1	7,918.6	7,918.6
Narrative Justification:									
Description									
<p>This capability represents an array of capital ADPE and Telecommunications investment that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects will upgrade the infrastructure required to maintain the Depot Maintenance Accounting and Production System (DMAPS) and other depot maintenance legacy systems. All upgrades are implemented within one common infrastructure. This effort will upgrade fiber optics, routers, servers and other infrastructure items required to support the implementation of an XP (operating system) network. The aforementioned investment is required to ensure commonality and to replace equipment before failure due to age. The equipment replacement is in accordance with the logistics strategic plan approved by the Deputy Under Secretary of Defense (Logistics).</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>Hardware upgrades are critical to maintaining system reliability and improving operating performance. The new operating system will improve CSAG Maintenance Division's capability to actively monitor and make corrective actions in financial and operational performance. Infrastructure upgrades must be placed into service prior to upgrading the new operating system. The Air Force will be unable to track financial and operational performance without the planned infrastructure replacement and improvement. Lack of investment will impact the depot's ability to effectively monitor performance which results in cost increases and reduction in aircraft availability for the warfighter.</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description SOFTWARE DEVELOPMENT				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,937.5	2,937.5	1	4,400.0	4,400.0	1	1,000.0	1,000.0
Total	0	2,937.5	2,937.5	1	4,400.0	4,400.0	1	1,000.0	1,000.0
Narrative Justification:									
Description									
<p>This capability provides for the development and acquisition of both operating and application software which support depot maintenance operations. Software requirements include systems programs, application programs, commercial-off-the-shelf (COTS) software, independent subroutines, databases, and software documentation. System application software may be acquired through (1) the purchase of a COTS system; (2) the development of new applications through either internal development (in-house) or contractual effort; or (3) the modernization of existing software that significantly expands and/or enhances its existing capabilities. Software that is integrated into hardware and is necessary to operate the hardware, rather than to perform an application, is budgeted with and capitalized as part of the hardware. Although the full scope of a software project includes the Preliminary Design, Software Development, and Post Implementation Phases, only the software development phase is capitalized. Software development phase consists of design alternative including software configuration and interfaces, coding, and installation of software and related hardware, and testing.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>Planned system upgrades are critical to maintaining continuous visibility for asset management as well as real-time decisions regarding efficient and effective maintenance due to changing conditions not only from the field but from within the maintenance wings themselves. The changes made to existing systems will allow successful implementation of more efficient maintenance concepts in order to effectively utilize the Air Logistics Complexes' resources. Efficiencies critical for long-term success will not be realized if projects remain unfunded.</p>									

Fund 9B  
(Dollars in Thousands)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Consolidated Sustainment Activity Group (CSAG)

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Department of the Air Force Depot Maintenance		Line No. & Item Description MINOR CONSTRUCTION					Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	3,433.1	3,433.1	1	6,726.0	6,726.0	1	9,895.5	9,895.5
Total	1	3,433.1	3,433.1	1	6,726.0	6,726.0	1	9,895.5	9,895.5
Narrative Justification:									
Description									
This category includes an array of minor construction projects that allows flexibility in adapting to new and changing workloads. Projects are small scale (costing between \$250,000 and \$750,000) and are designed, scheduled, and constructed in accordance with Air Logistic Complexes' established priorities. These projects support the depot maintenance, mission requirements, correct safety and health problems; improve productivity through quality of life improvement projects, and support office and work space reorganizations. In addition, they provide construction required to install needed mission essential equipment.									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
If facilities are not properly maintained, work stoppages along with safety and security issues will result. The minor construction that is required for new equipment setup will not be in place, thus severely impacting the depots' ability to efficiently provide repair services and meet warfighter requirements.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description PRPS				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	1	2,215.0	2,215.0	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>1</b>	<b>2,215.0</b>	<b>2,215.0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>Purchase Request Process System (PRPS) (Software) Interface to Contract Repair Management System (CRMS) \$415K: PRPS requires a direct interface with CRMS for access to daily repair requirement computations. CRMS was not available when PRPS was originally designed. The current system only provides quarterly repair computations that must be manually entered, but CRMS can provide PRPS automated feeds of real-time data to AFMC Production Management Specialists (PMS) and Item Managers (IM) to facilitate faster and more accurate repair decisions, reduce emergency contract actions and ultimately lead to increased aircraft availability. PRPS (Software) BizTalk \$950K: GCSS-AF is removing its Microsoft BizTalk COTS capability. At this time, GCSS-AF does not support another solution capable of supporting PRPS. In order to continue operations after BizTalk is removed, PRPS requires custom coding. PRPS (Software) Interface to SMART \$500K: PRPS's original design did not include an interface to the System Metric and Reporting Tool (SMART) to report the status of Program Office commitment documents (PRs/MIPRs) per Air Force Instruction 63-101. This is a required capability for AFMC Program Offices funding PRs with investment dollars. An interface is required so Program Offices can be brought into PRPS, automate their entire process, double the user base and number of transactions and capture a record of all centrally funded PRs in one system. PRPS (Software) Training Simulation \$350K: AFPC is required to provide PRPS support to the Air Force Sustainment Center (AFSC) to assist their Workforce Development Office (WDO) in training PRPS users. Initially the WDO used PowerPoint presentations with PRPS screenshots as visual aids in training workshops. As a result, this method proved to be marginally effective and produced far from optimal results and on-the-job training increased the amount of errors and caused costly re-work. A training simulation course is required to provide realistic functional flow training scenarios with updating flexibility. The \$350K is a new requirement not a true reprogramming action. PRPS (Software): FY12 NDAA certification was approved; FY13 NDAA certification is in the SAF/A6 approval process.</p>									
<b>Economic Analysis</b>									
<p>PRPS design, testing, and fielding is expected in FY13. An Economic Analysis is on file for CRMS. PRPS (Software) BizTalk and SMART: A Cost Analysis has been completed and is on file for both BizTalk and SMART. The Cost Analysis for BizTalk has a Return on Investment of 296% and SMART's ROI is 5,894%. PRPS (Software) Training Simulation: Cost Analysis / Analysis of Alternatives are on record.</p>									
<b>Impact</b>									
<p>PRPS (Software) Interface to CRMS: The change from receiving quarterly repair forecast to daily requirements calculations reduces emergency contract actions, increases repair order accuracy and timeliness and ultimately leads to increased aircraft availability. PRPS (Software) BizTalk: The removal of the Biztalk services requires a replacement service for the PRPS application to continue interface processing. Failure to fund the creation of the system software to replace Biztalk would essentially render PRPS system non-operational. PRPS (Software) Interface to SMART: This newly added functionality will satisfy reporting requirements and comply with future mandates to use PRPS as the standard purchase request system for weapon system sustainment and acquisition. This additional capability with PRPS will provide reliable and immediate information for senior leadership on the status of purchase requests, commitments, and procurement cycles at the program level. PRPS (Software) Training Simulation: Currently, PRPS training computer-based training (CBT) lessons provide no user-interaction, decision making, or logic associated with completing the CBT lessons as will be provided by the PRPS simulation. Failure to fund this capability would require continued rework from on-the-job training errors.</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2014  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description GCSS-AF DS				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	1,695.8	1,695.8	1	1,578.0	1,578.0	1	1,605.0	1,605.0
C. Software Development	1	4,179.0	4,179.0	1	4,879.0	4,879.0	1	4,962.0	4,962.0
Total	2	5,874.8	5,874.8	2	6,457.0	6,457.0	2	6,567.0	6,567.0
Narrative Justification:									
Description									
<p>Global Combat Support System – Air Force Data Services (GCSS-AF DS) integrates the full spectrum of AF combat support data, including maintenance, supply, transportation, finance, contracting, and planning. It will support warfighters by providing data sharing capabilities and functional data integration through modern query and data mining tools. These tools gather and store enterprise-wide data in a secure, reliable, and consistent manner through web accessible portals. GCSS-AF DS decision support tools will provide users with quick, clear, and accurate information. Cross-functional data maintained in GCSS-AF DS include maintenance data for aircraft, communications-electronics equipment, engines, and a wide spectrum of supply chain management data. The CSAG-Supply Division has the largest volume of data to reside in GCSS-AF DS. To date, supply data has been populated from selected supply systems including Stock Control System, Master Item Identification Control System, Mission Capable data, Weapon System Management Information System, Requirements Management System, and Contractor Supported Weapon Systems. GCSS-AF DS (ADPE/Telecommunication) hardware is on a five-year refresh cycle. To minimize risk to system platform and to ensure infrastructure is residing on the most current hardware, 20% of hardware is refreshed each year. This is a continuous requirement as long as GCSS-AF Data Services is operational. The requested funding will sustain current data warehousing hardware environment including AF business intelligence hardware servers. As GCSS-AF DS development progresses, storage capacity must be increased to accommodate current and new data feeds and to improve system performance. GCSS-AF DS (Software Development)- The requested funding is required to purchase active commercial software programs for infrastructure and mission capability as well as developing new capability within the GCSS-AF DS warehouse. Continuous software upgrades (purchasing updated versions or replacing obsolete versions) and development of new capability will be required for the entire life of GCSS-AF Data Services. Both GCSS-AF DS (ADPE/Telecom) and (Software Development) are exempt from NDAA Certification because they are National Security Systems (NSS) per Public Law 107-347 (USC Title 44, Section 3542) and Executive Order (EO) 13292.</p>									
Economic Analysis									
Impact									
<p>GCSS-AF DS (ADPE/Telecom): If storage capacity/hardware updates are not increased, GCSS-AF DS development will detrimentally impact AF users' ability to query and mine data. Lacking additional capacity/upgrades, GCSS-AF DS will not be able to support the storage of the data feeds, mine data, and present accurate information to AF decision makers. Timeliness of data will continue to lag commanders' needs, accuracy will remain suspect and relationships between activities such as supply, maintenance, and operations will remain disconnected. GCSS-AF DS (ADPE/Telecom) is vital to successful enterprise-wide integration, cross-functional visibility, and agile combat support. GCSS-AF DS (Software Development) - Impact if not provided: Failure to fund GCSS-AF DS eliminates the ability to centralize data storage to provide a single source of data for decision making; will hamper the AF's ability to respond to commanders' needs; accuracy will be unreliable; and relationships between activities such as supply, maintenance, and operations will remain disconnected. GCSS-AF DS (Software Development) is vital to successful enterprise-wide integration, cross-functional visibility, and agile combat support.</p>									



Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Consolidated Sustainment Activity Group (CSAG)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description KDSS (Formerly Keystone)				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	318.1	318.1	1	325.0	325.0	1	325.0	325.0
Total	1	318.1	318.1	1	325.0	325.0	1	325.0	325.0
Narrative Justification:									
Description									
<p>The Keystone Decision Support System (KDSS) provides AFWCF sales and costs analysis capability and facilitates in-depth analysis of budgeted versus actual execution performance. These processes are part of the long term Enterprise Resource Planning (ERP) solution, Expeditionary Combat Support System (ECSS). System software enhancements are required to implement expansion of KDSS, as identified in the Keystone Strategic Roadmap. Identified expansion of Keystone's capabilities include additional analysis requirements, incorporating additional financial data from legacy systems, providing enhanced data analysis capabilities, and assuring compatibility with projected Defense Finance and Accounting Services data systems' conversions and mergers. Additional enhancements will provide more detailed weapon system cost analysis and reporting capabilities, along with cost accounting and reporting for the AFWCF Legacy source system data feed conversions to ECSS. The conversion to ECSS is projected to drive additional software application purchases and development work to the Keystone system to ensure the system effectively uses source system information from ECSS.</p>									
Economic Analysis									
<p>An Economic Analysis is complete and is on file. NDAA Certification Status: Any system with development funding (KDSS) is subject to an annual review that would be conducted and approved at the SAF/FM level. This review is different from the full NDAA review conducted by the Defense Business System Management Committee (DBSMC) for systems over the \$1M funding threshold.</p>									
Impact									
<p>Disapproval of this request will limit Keystone's performance parameters, and thus reduce the AF's capability to efficiently analyze execution performance and submit the Air Force Working Capital Fund budget, both of which is necessary to manage the AFWCF portfolio in a business-like manner.</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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Fund 9B  
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Department of the Air Force Supply Management		Line No. & Item Description REMIS					Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	1	950.0	950.0	0	0.0	0.0
Total	0	0.0	0.0	1	950.0	950.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>Reliability and Maintainability Information System (REMIS) is the primary Air Force data system for collecting, validating, editing, processing, integrating, standardizing, and reporting equipment maintenance data, including reliability and maintainability data on a global, world-wide basis. REMIS provides authoritative information on weapon system availability, reliability, and maintainability, capability, utilization, and configuration. REMIS consists of a fully integrated relational database providing a single source of all reportable AF weapon system data to over 1,100 authorized AF users. REMIS is a Chief Financial Officer (CFO) financial feeder system that provides accounting/accountability of all AF aerospace vehicles, Mine Resistant Ambush Protected (MRAP) vehicles and ICBMs. The REMIS Operational Requirements Document (ORD), paragraphs 1.2 System Description/Objectives and 4.3.2 Mandatory Software Requirements mandates the requirement for an ad-hoc reporting capability. The REMIS users rely on the ad-hoc reporting capability for generation of unique user specific reports and data mining of REMIS data. REMIS performed an analysis of available business intelligence (BI) products and determined that Cognos 10 software, Business Insight Advanced (BIA) ad-hoc reporting capability met the REMIS requirements. This effort will purchase the requisite software licenses and perform integration and testing to incorporate the software and functionality into REMIS. This project falls below the threshold for NDAA certification. The \$950K is a new requirement, not a true reprogramming action.</p>									
Economic Analysis									
An economic analysis is complete and on file for REMIS ADPE/Telecommunication.									
Impact									
Hardware/software upgrades are critical to maintaining system reliability and improving operating performance. Lack of investment in development and sustainment equipment will impact ability to accurately track financial and operational performance of weapon systems, and effectively monitor performance, reliability, and maintainability performance, which results in cost increases and reduces aircraft availability to the warfighter.									

Fund 9B  
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Department of the Air Force Supply Management			Line No. & Item Description EXPRESS				Activity Identification HQ AFMC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	576.7	576.7	1	416.0	416.0	0	0.0	0.0
Total	1	576.7	576.7	1	416.0	416.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The Execution and Prioritization of Repair Support System (EXPRESS) module must be modified to provide information to the Stock Control System (SCS) so that system can modify transportation priorities for retrograde assets based on carcass availability position of Sources of Repair. This software upgrade is required to comply with a DoD initiative to improve management of retrograde materiel, as identified in the DoD Retrograde Management Report: Improve Retrograde Management of Class IX Repairables. EXPRESS information is required to implement one of the business rules governing speed of movement for retrograde materiel from bases to depot repair facilities. The ability to discriminate between retrograde items which should be shipped via fast transportation (carcass-short items) and those which should be shipped via routine transportation, will enable the AF to save valuable transportation funds. The \$166K is a new requirement not a true reprogramming action.</p>									
Economic Analysis									
<p>A complete Cost Analysis is on file. An Analysis of Alternatives (AoA) was prepared by the EXPRESS functional advocate. The AoA states the ROI is 2.40; a 240% ROI would be realized within the first year of operation.</p>									
Impact									
<p>If this software change is not implemented, the process by which the AF applies transportation priorities for retrograde materiel will not include the most timely and accurate information from EXPRESS on carcass availability. This would result in unnecessary expenditure of transportation funds to expedite return of retrograde materiel which do not have an immediate repair requirement at the depot. The opportunity cost of this unnecessary expenditure means that more important transportation priorities may not be supported, due to the transportation of routine retrograde shipments via fast transportation.</p>									

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CSAG - Maintenance Division

Line Number	Project	PB (Set Cost)	Reprogs	Internal Transfers	Carryover	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
<b>FY2012</b>									
<b>Equipment</b>									
A2WB01	Oil Filtration System	0.749	0.415	(0.304)	0.000	0.860	0.860	0.000	
G2WN31	PRCA (Slip from FY11)	4.132	0.000	(4.132)	0.000	0.000	0.000	0.000	
G2WK12	MK12A / MK21 Support Equipment Upgrade 1	1.200	0.000	0.000	0.000	1.200	1.200	0.000	
G2WNB1	Universal Jack Screw Upgrade	0.350	0.000	(0.000)	0.000	0.350	0.350	0.000	
G2WD31	X-Ray Diffraction (XRD)	0.255	0.000	(0.255)	0.000	0.000	0.000	0.000	
G2WN21	Chemical Cleaning Line	2.600	0.000	(0.538)	0.000	2.062	2.062	0.000	
G2WN52	Deionized Water System	0.000	0.000	1.789	0.000	1.789	1.789	0.000	
G2WAA1	A-10 SSI Fixture	2.000	0.000	(0.085)	0.000	1.915	1.915	0.000	
G2WN01	Carousel Automated Wheel Blast Cabinet (UF)	0.500	0.000	0.012	0.000	0.512	0.512	0.000	
G2WNAV	Air Ventilation	0.000	0.000	0.281	0.000	0.281	0.281	0.000	
G2WXA2	Electronic CTP	0.700	0.000	0.000	0.000	0.700	0.700	0.000	
G2WAC1	C-130 FOM Storage Carousels	1.777	0.000	(0.007)	0.000	1.770	1.770	0.000	
G2WAB1	C-130 Full AC and OFF Airframe Robotic LASE	11.500	0.000	0.000	0.000	11.500	11.500	0.000	
G2WN71	5 Axis Machining Center	0.750	0.000	(0.049)	0.000	0.701	0.701	0.000	
G2WA51	F-16 Full AC and OFF Airframe Robotic LASER	5.500	0.000	(0.002)	0.000	5.498	5.498	0.000	
H2WP12	Replace CNC Grinder (FY11 Unfunded H1WP1;	1.500	0.000	(0.239)	0.000	1.261	1.261	0.000	
H2WM04	QVC Coordinate Measuring Machine	0.505	0.000	(0.032)	0.000	0.473	0.473	0.000	
H2WP03	Rebuild 4 Vertical Turrent Lathes (VTL)	1.982	0.000	0.000	0.000	1.982	1.982	0.000	
H2WA06	Replace Aerial Work Platforms B2280 S. Dock	4.670	0.000	(1.291)	0.000	3.379	3.379	0.000	
H2WP09	CNC Vertical Turret Lathe	1.149	0.000	0.000	0.000	1.149	1.149	0.000	
H2WC01	Refurbish Stripping Booths (2)	3.500	0.000	0.750	0.000	4.250	4.250	0.000	
H2WC06	Six Axis Ultrasonic Cutting Machine	2.900	0.000	0.000	0.000	2.900	2.900	0.000	
H2WC11	Heat Treat Annealing Furnace Phase 3	0.800	0.000	(0.487)	0.000	0.313	0.313	0.000	
H2WC02	Water Jet Machining Center	0.644	0.000	0.000	0.000	0.644	0.644	0.000	
H2WC05	Coordinate Measure Machine - LASER	2.000	0.000	(1.487)	0.000	0.513	0.513	0.000	
H3WC12	Aluminum Plating Line in B9001	5.500	0.000	(5.500)	0.000	0.000	0.000	0.000	
H2WP15	EDDY Current	0.000	0.000	0.000	9.000	9.000	0.000	9.000	Carryover
H2WP07	Replace 2 Vaccuum Furnaces B3001	3.000	0.000	(0.806)	0.000	2.194	2.194	0.000	
H2WP14	Chem Clean Renovation Equip - Phase 4	7.500	0.000	0.000	0.000	7.500	7.500	0.000	
H2WC08	Vertical CNC Grinder Purchase	1.600	0.000	0.114	0.000	1.714	1.714	0.000	
H2WP10	Horizontal CNC Grinder	1.500	0.000	(0.255)	0.000	1.245	1.245	0.000	

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CSAG - Maintenance Division

Line Number	Project	PB (Set Cost)	Reprogs	Internal Transfers	Carryover	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
H2WC07	Constant Speed Drive Stand(s) Purchase	1.980	0.000	(0.125)	0.000	1.855	1.855	0.000	
H2WA01	Replacement of B-1 Work Stands	0.821	0.000	(0.245)	0.000	0.576	0.576	0.000	
H2WP04	Chem Clean Renovation Equip - Phase 3	9.500	0.000	0.000	0.000	9.500	9.500	0.000	
H2WC14	Composite Paint & Lay Up	0.450	0.000	0.000	0.000	0.450	0.450	0.000	
H2WP16	CNC Vertical Turret Lathe Refurb	0.000	0.000	0.560	0.000	0.560	0.560	0.000	
L2WE52	Hybrid Laser Trimming System	0.500	0.000	(0.212)	0.000	0.288	0.288	0.000	
L2WS46	Mobile EW Support Rack	0.500	0.000	(0.152)	0.000	0.348	0.348	0.000	
L2WS45	EGL Integration Bench Upgrade	0.298	0.000	(0.298)	0.000	0.000	0.000	0.000	
L2WA53	80 ft Lifts for Corrosion Control Flight	0.510	0.000	0.175	0.000	0.685	0.685	0.000	
L2WA20	F-15 Wiring Harness Integrity Tester (WT)	2.000	0.000	0.250	0.000	2.250	2.250	0.000	
L2WA10	C-130 Component Removal System	1.600	0.000	0.000	0.000	1.600	1.600	0.000	
L2WA49	F-15 Wrap Around Stands (3 Sets)	2.250	0.000	0.250	0.000	2.500	2.500	0.000	
L2WE43	ADTS2000/HDTS NCI AVQ-20 Rehost	1.107	0.000	1.416	0.000	2.523	2.523	0.000	
L2WA00	C-130 Component Removal System	1.600	0.000	0.000	0.000	1.600	1.600	0.000	
L2WS10	Lean AISF Upgrade Phase III	1.367	0.000	1.591	0.000	2.958	2.958	0.000	
L2WA59	F-15 Handheld LASERS for NDI Prep	0.000	0.000	1.400	0.000	1.400	1.400	0.000	
L2WC60	AMFF IOE	0.000	0.000	2.000	0.000	2.000	2.000	0.000	
L3WA56	Modify/Upgrade PMB Equip B59D	0.000	0.000	6.370	0.000	6.370	6.370	0.000	
	Unallocated	40.637	(31.179)	(9.458)	0.000	0.000	0.000	0.000	
	Equipment-WSS Total	135.884	(30.765)	(9.000)	9.000	105.119	96.119	9.000	
H2TC01	B1-B LOA Range Upgrade	0.000	0.000	4.989	0.000	4.989	4.989	0.000	
H2TC02	B-52 Side Radome Test	0.750	0.000	0.169	0.000	0.919	0.919	0.000	
G2TLG1	Automated Regulator Stands	0.000	0.000	1.532	0.000	1.532	1.532	0.000	
G2TLG2	F-15 Aircraft Avionics Analog Test Satations (/	0.000	0.000	5.100	0.000	5.100	5.100	0.000	
G2TN01	C-17 Load Valve Test Stand	0.400	0.000	(0.025)	0.000	0.375	0.375	0.000	
G2TL61	BRAT Replacement (Phase 1/4)	0.000	0.000	5.400	0.000	5.400	5.400	0.000	
G2TN61	Power Drive Unit	0.800	0.000	0.075	0.000	0.875	0.875	0.000	
G2TNB2	Dayton T Browns Test Stands	1.400	0.000	(1.400)	0.000	0.000	0.000	0.000	
G2TK21	FCU Injector Cycling Test Stand	0.000	0.000	0.400	0.000	0.400	0.400	0.000	
G2TLG5	Low Voltage Test Stands (Phase 2/2)	0.000	0.000	4.754	0.000	4.754	4.754	0.000	
L2TE20	Replace IE390 TS Capabilities w-VDATS	0.000	0.000	1.202	0.000	1.202	1.202	0.000	
L2TE40	B-1B ALQ161A DATSA Rehost	0.000	0.000	5.000	0.000	5.000	5.000	0.000	
L2TE10	JSTARS Rehost to VDATS	0.000	0.000	1.322	0.000	1.322	1.322	0.000	
G2TL29	Airborne Generator	0.000	0.000	1.750	0.000	1.750	1.750	0.000	

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**CSAG - Maintenance Division**

Line Number	Project	PB (Set Cost)	Reprogs	Internal Transfers	Carryover	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
	Unallocated	0.551	29.717	(30.268)	0.000	0.000	0.000	0.000	
	Equipment-Test Total	3.901	29.717	0.000	0.000	33.618	33.618	0.000	
	<b>TOTAL EQUIPMENT</b>	<b>139.785</b>	<b>(1.047)</b>	<b>(9.000)</b>	<b>9.000</b>	<b>138.738</b>	<b>129.738</b>	<b>9.000</b>	
<b>ADPE &amp; TELECOMM</b>									
H2AI01	B9001 Comm Wired Infrastructure Phase 5	1.122	0.000	(0.586)	0.000	0.536	0.536	0.000	
G2AM36	Server Consolidation III	0.416	0.000	(0.010)	0.000	0.406	0.406	0.000	
G2AM28	Upgrade and Consolidate Data Center Fabrics	0.000	0.000	1.013	0.000	1.013	1.013	0.000	
G2AM11	Core Data Network Equipment	0.637	0.000	0.000	0.000	0.637	0.637	0.000	
G2AM22	COOP Phase II	0.586	0.000	(0.008)	0.000	0.578	0.578	0.000	
G2AM08	Business Technology Automation	0.468	0.000	(0.017)	0.000	0.451	0.451	0.000	
G2AM21	Client App Consolidation and Virtualization	0.553	0.000	(0.019)	0.000	0.534	0.534	0.000	
G2AM23	HEDC Bldg 1211 Core Network Upgrade	0.472	0.000	0.068	0.000	0.539	0.539	0.000	
G2AM46	Server Consolidation	0.000	0.000	0.401	0.000	0.401	0.401	0.000	
G2AM13	Application Enterprise Mgt	0.532	0.000	0.000	0.000	0.532	0.532	0.000	
G2AM26	Oracle Platform Security Services OPSS	0.609	0.000	(0.001)	0.000	0.608	0.608	0.000	
G2AM27	Expand Backup and File Archive Consolidate	0.772	0.000	(0.000)	0.000	0.772	0.772	0.000	
	Unallocated	0.000	0.839	(0.839)	0.000	0.000	0.000	0.000	
	<b>TOTAL ADPE &amp; TELECOM</b>	<b>6.167</b>	<b>0.839</b>	<b>0.000</b>	<b>0.000</b>	<b>7.006</b>	<b>7.006</b>	<b>0.000</b>	
<b>SOFTWARE DEVELOPMENT</b>									
	Unallocated	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
L2SI03	Automatic Resource Scheduling	0.000	3.100	0.000	0.000	3.100	2.938	0.162	Excess
	<b>TOTAL SOFTWARE DEVELOPMENT</b>	<b>0.000</b>	<b>3.100</b>	<b>0.000</b>	<b>0.000</b>	<b>3.100</b>	<b>2.938</b>	<b>0.162</b>	
<b>MINOR CONSTRUCTION</b>									
A2MB08	Spraylat and Egress Shelter	0.750	(0.415)	(0.335)	0.000	0.000	0.000	0.000	
A2MB04	MX Shelter	0.750	0.000	(0.750)	0.000	0.000	0.000	0.000	
H2MA01	Pave B-1 Storage Area	0.881	0.000	(0.095)	0.000	0.786	0.786	0.000	
L2MC25	Addition to Corrosion Control Fac B180**	0.700	0.000	(0.176)	0.000	0.524	0.524	0.000	
L2MA26	C-130 FOM Facility Near B110	0.700	0.000	(0.079)	0.000	0.621	0.621	0.000	
L2MM01	Construct Pad for GSE Storage Near B449	0.702	0.000	(0.155)	0.000	0.546	0.546	0.000	
L2MA00	Construct Restroom Addition to B91	0.700	0.000	(0.380)	0.000	0.320	0.320	0.000	
L2ME00	Construct ESOH Facility Near B645	0.700	0.000	(0.064)	0.000	0.636	0.636	0.000	

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**CSAG - Maintenance Division**

Line Number	Project	PB (Set Cost)	Reprogs	Internal Transfers	Carryover	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
	Unallocated	1.120	(3.155)	2.035	0.000	0.000	0.000	0.000	
	<b>TOTAL MINOR CONSTRUCTION</b>	<b>7.003</b>	<b>(3.570)</b>	<b>0.000</b>	<b>0.000</b>	<b>3.433</b>	<b>3.433</b>	<b>0.000</b>	
	<b>TOTAL CAPITAL OBLIGATION AUTHORITY</b>	<b>152.96</b>	<b>(0.68)</b>	<b>(9.00)</b>	<b>9.00</b>	<b>152.28</b>	<b>143.11</b>	<b>9.16</b>	

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**CSAG - Maintenance Division**

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<b>FY2013</b>									
	<b>Equipment</b>								
	<b>Weapon System Sustainment</b>	144.34	(58.11)	0.00	0.00	86.22	86.22	0.00	
	<b>Test</b>	4.60	54.25	0.00	0.00	58.85	58.85	0.00	
	<b>Equipment</b>	148.94	(3.86)	0.00	0.00	145.07	145.07	0.00	
	<b>ADPE &amp; Telecomm</b>	4.58	(0.17)	0.00	0.00	4.41	4.41	0.00	
	<b>Software Development</b>	0.00	4.40	0.00	0.00	4.40	4.40	0.00	
	<b>Minor Construction</b>	7.09	(0.36)	0.00	0.00	6.73	6.73	0.00	
	<b>Total</b>	160.61	0.00	0.00	0.00	160.61	160.61	0.00	



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CSAG - Supply Division

FY2012								
Line Number	Item Description	PB (Set Cost)	Reprogs	Internal Transfers	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
<b>A. Equipment</b>								
	TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	
<b>B. ADPE/Telecomm</b>								
	GCSS-AF DS	1.547	0.000	0.153	1.700	1.696	0.004	less than its approved funding amount.
	TOTAL	1.547	0.000	0.153	1.700	1.696	0.004	
<b>C. Software Development</b>								
	GCSS-AF DS	4.332	0.000	(0.153)	4.179	4.179	0.000	
	EXPRESS	0.743	0.000	(0.166)	0.577	0.577	0.000	The EXPRESS contract was awarded for \$314 less than its approved funding amount.
	KDSS (Formerly Keystone)	0.325	0.000	(0.007)	0.318	0.318	0.000	
	TOTAL	5.400	0.000	(0.326)	5.074	5.074	0.000	
<b>D. Minor Construction</b>								
	TOTAL	0.000	0.000	0.000	0.000	0.000	0.000	
	FY TOTAL	6.947	0.000	(0.173)	6.774	6.770	0.005	

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CSAG - Supply Division

<b>FY2013</b>								
Line Number	Item Description	PB (Set Cost)	Reprogs	Internal Transfers	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
	<b>A. Equipment</b>							
	<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
	<b>B. ADPE/Telecomm</b>							
	GCSS-AF DS	1.578	0.000	0.000	1.578	1.578	0.000	
	REMIS	0.000	0.950	0.000	0.950	0.950	0.000	
	<b>TOTAL</b>	<b>1.578</b>	<b>0.950</b>	<b>0.000</b>	<b>2.528</b>	<b>2.528</b>	<b>0.000</b>	
	<b>C. Software Development</b>							
	GCSS-AF DS	4.879	0.000	0.000	4.879	4.879	0.000	
	PRPS	1.865	0.350	0.000	2.215	2.215	0.000	
	EXPRESS	0.250	0.166	0.000	0.416	0.416	0.000	
	KDSS (Formerly Keystone)	0.325	0.000	0.000	0.325	0.325	0.000	
	<b>TOTAL</b>	<b>7.319</b>	<b>0.516</b>	<b>0.000</b>	<b>7.835</b>	<b>7.835</b>	<b>0.000</b>	
	<b>D. Minor Construction</b>							
	<b>TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
	<b>FY TOTAL</b>	<b>8.897</b>	<b>1.466</b>	<b>0.000</b>	<b>10.363</b>	<b>10.363</b>	<b>0.000</b>	

Fund 9A  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
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United States Transportation Command

Line Number	Item Description	FY2012		FY2013		FY2014	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.0		2.4		2.4
	Equipment-SDDC		1.0		1.2		0.6
	Subtotal		1.0		3.6		3.0
B.	ADPE/Telecomm						
	Agile Trans for the 21st Century (AT21)		0.0		0.0		1.1
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.0		1.2		0.8
	Corporate Data Solution (CDS)		0.4		0.0		0.3
	Defense Personal Property System (DPS)		0.0		0.5		0.0
	Infostructure		17.2		21.0		18.1
	Int Data Environ/Global Trans Net Converg (IGC)		3.4		0.0		0.0
	Local Area Network (USTRANSCOM LAN)		4.1		5.8		10.9
	Consolidated Air Mobility Planning System (CAMPS)		0.0		0.0		0.8
	Global Air Transportation Execution System (GATES)		0.0		2.5		2.6
	Global Decision Support System (GDSS)		2.3		2.4		2.5
	Objective Wing Command Post (OWCP)		1.0		1.1		1.1
	Wing Local Area Network (LAN)		4.6		5.3		3.4
	Automated Transportation Data (AUTOSTRAD)		1.7		1.4		0.9
	Intelligent Road/Rail Information Server (IRRIS)		0.3		0.0		0.2

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
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United States Transportation Command

Line Number	Item Description	FY2012		FY2013		FY2014	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Global Surface Distribution Management (GSDM)		1.5		2.6		3.1
	Subtotal		36.5		43.9		45.9
C.	Software Development						
	Agile Trans for the 21st Century (AT21)		10.9		9.6		8.2
	Analysis of Mobility Platform (AMP)		1.7		4.6		1.5
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.0		7.8		9.1
	Corporate Data Solution (CDS)		6.7		6.6		5.3
	Information Assurance (IA)/Information Protection (IP) Operations		0.2		0.0		0.0
	Defense Enterprise Acct & Mgmt System (DEAMS)		3.6		5.3		3.8
	Defense Personal Property System (DPS)		3.9		12.1		7.2
	Infostructure		2.1		2.5		2.5
	Int Data Environ/Global Trans Net Converg (IGC)		1.0		0.2		0.0
	Joint Flow & Analysis Sys for Trans (JFAST)		2.7		3.7		0.0
	Local Area Network (USTRANSCOM LAN)		1.8		2.1		1.4
	Global C4S Coordination Center		0.1		0.0		0.0
	Security Engineering		1.0		2.2		2.5
	Advanced Computer Flight Plan (ACFP)		2.7		0.0		0.0

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
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United States Transportation Command

Line Number	Item Description	FY2012		FY2013		FY2014	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Consolidated Air Mobility Planning System (CAMPS)		2.5		3.4		0.0
	Core Automated Maintenance System (CAMS)		2.0		0.0		0.7
	Global Air Transportation Execution System (GATES)		7.9		5.8		5.5
	Global Decision Support System (GDSS)		32.0		30.9		30.9
	Mission Index Flying (MIF)		1.9		1.4		0.0
	Mobility Air Force Operations Decision Support System		0.0		3.0		0.0
	Mobility Air Forces Flight Planning Service		0.0		20.8		21.2
	System Integration		9.5		10.1		10.5
	Core Enterprise Services (CES)		0.2		0.6		0.8
	Financial Management System (FMS)		0.0		0.6		0.5
	Int Command, Control, & Comm (IC3)		0.0		0.6		0.0
	Automated Transportation Data (AUTOSTRAD)		0.3		0.3		0.3
	Global Freight Management (GFM)		1.0		0.8		0.5
	Integrated Booking System (IBS)		2.4		3.1		3.1
	Intelligent Road/Rail Information Server (IRRIS)		1.4		3.1		1.5
	Integrated Computerized Deploy Sys (ICODES)		0.3		0.0		0.0
	Enterprise Support Services Command (ESS C4S)		0.0		3.4		0.0

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
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United States Transportation Command

Line Number	Item Description	FY2012		FY2013		FY2014	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	<b>Subtotal</b>		99.7		144.7		116.9
D.	<b>Minor Construction</b>						
	Minor Construction-AMC		4.4		9.0		9.0
	Minor Construction-DCD		0.0		0.3		0.3
	Minor Construction-SDDC		2.1		2.1		1.6
	<b>Subtotal</b>		6.5		11.4		10.9
	<b>GRAND TOTAL</b>		143.8		203.6		176.7
	Capital Outlays (above threshold)		178.3		176.7		179.3
	Capital Outlays (below threshold)		0.0		0.0		0.0
	<b>Total Capital Outlays</b>		178.3		176.7		179.3
	<b>Total Depreciation Expense</b>		203.1		191.2		209.9

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command		Line No. & Item Description Equipment-AMC					Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	0.0	0.0	0	2,400.0	2,400.0	0	2,400.0	2,400.0
Total	0	0.0	0.0	0	2,400.0	2,400.0	0	2,400.0	2,400.0
Narrative Justification:									
Description									
Funds are used to support Base Procured Investment Equipment for flight line maintenance.									
Mission Benefits									
Funds allow for the procurement of one time purchases to replace/procure new equipment.									
Deliverables									
Will be based on requirements approved for replacement or procurement of new equipment.									
Economic Analysis									
Economic Analysis (EA) are completed for individual projects that qualify.									
Impact									
Without these funds, wings would not be able to procure needed replacement items. These funds are required to support one-time requirements for equipment that is becoming obsolete and logistically unsupportable. With a certified EA, it is verified that these capital items meet requirements as a replacement item and result in improved efficiency and capability.									
Software									
Not Applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Equipment-SDDC				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	1,037.0	1,037.0	0	1,220.0	1,220.0	0	620.0	620.0
Total	0	1,037.0	1,037.0	0	1,220.0	1,220.0	0	620.0	620.0
Narrative Justification:									
Description									
The Military Ocean Terminal Sunny Point (MOTSU) is the premier Department of Defense (DOD) ammunition terminal and is considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commanders (CDRs) around the world. It is relied upon to maintain a high optempo consisting of ammunition resupply mission and Preposition Operations (prepo).									
Mission Benefits									
Various types and categories of equipment are needed for operations and safety. Equipment is scheduled for periodic replacement as service lives are reached and equipment becomes uneconomical to repair.									
Deliverables									
FY12: 596th-Container Handler (\$265); 841st-Super Stacker Container Handler (\$513);596th-Wrecker(\$422) FY13: 841st -Track Mobile (\$566); 596th-Container Handler (\$654) FY14: 596th - MI-JACK Container Handling 45T (\$620)									
Economic Analysis									
Economic Analysis (EA) are completed for individual projects that qualify.									
Impact									
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.									
Software									
Not applicable.									



Fund 9B  
(Dollars in Thousands)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

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	FY11	FY12	FY13
Date: February 2012			
Equipment is as follows:			
FY11 (Over \$250K)			
Container Handlers	\$263		
FY12 (Over \$250K)			
Ditcher Year MFG for the 596th		\$280	
Container Handler for the 841st		\$920	
FY13 (Over \$250K)			
MI-JACK Container Handling 45T			\$610
Wrecker Truck for the 596th			\$610
<b>TOTALS</b>	<b>\$263</b>	<b>\$1,200</b>	<b>\$1,220</b>

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Advanced Computer Flight Plan (ACFP)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,663.0	2,663.0	0	0.0	0.0	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>2,663.0</b>	<b>2,663.0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Advanced Computer Flight Planning (ACFP) program is a flight planning system used to produce wind optimized flight plans. Users are able to create flight plans via internet or remote dial-up. Additional capabilities include weather information, Notice to Airmen (NOTAM) access, creation of 175/1801 forms, and electronic flight plan filing. ACFP is to be replaced by the Mobility Air Forces Flight Planning System (MAFPS).									
<b>Mission Benefits</b>									
ACFP provides foundation flight planning capabilities for inclusion in the Air Force (AF) flight planning systems. It also reduces the risk of flight planning/management failure by running on modern hardware, operating systems, and databases. It provides common interface to all Headquarters Air Mobility (HQ AMC) Command and Control (C2) systems requiring flight plan generation.									
<b>Deliverables</b>									
FY12: Database upgrades to maintain security accreditation, updates to Flight Performance Models to ensure correct aircraft performance/fuel calculations for flight plans, and correction of multiple prioritized software defects. FY13: None as ACFP will be under sustainment and will only require IT Operating funds.									
<b>Economic Analysis</b>									
Economic Analysis (EA) certified June 2009. Business Case Analysis including ACFP and replacement system completed 14 Jun 2011.									
<b>Impact</b>									
If not funded, potential failure of HQ AMC's and United States Transportation Command (USTRANSCOM) premiere flight planning system that provides wind-optimized routes of flight to the warfighter. Without this capability, the flight managers will not be able to centrally file/dispatch flight plans for the thousands of Mobility Air Force missions and there will be an increased risk of information security threats to the system. There would be no SW updates/patches being published for this antiquated system.									
<b>Software</b>									
Not Applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
 Budget Estimates  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Agile Trans for the 21st Century (AT21)					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	0.0	0.0	0	1,116.0	1,116.0
C. Software Development	0	10,867.0	10,867.0	0	9,561.0	9,561.0	0	8,236.0	8,236.0
<b>Total</b>	<b>0</b>	<b>10,867.0</b>	<b>10,867.0</b>	<b>0</b>	<b>9,561.0</b>	<b>9,561.0</b>	<b>0</b>	<b>9,352.0</b>	<b>9,352.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Agile Transportation for the 21st Century (AT21) is an umbrella program that integrates and governs end-to-end distribution process optimization initiatives including: continuous business process improvement, process visualization and dynamic transportation decision making. Using enabling technology, these initiatives equip operators with new insights to solve distribution pipeline challenges quickly and collaboratively – yielding enhanced end-to-end delivery of forces and sustainment to the Warfighter while reducing taxpayer costs.									
<b>Mission Benefits</b>									
AT21 provides improved time-definite delivery and best-value transportation solutions to fully support combatant commanders' movement requirements. Additional benefits include: Meet Combatant Commanders', other authorized DOD supported customers', and multinational delivery requirements while providing optimization through improved mode determination, network modeling, and asset scheduling. Improve agility, responsiveness, and reliability of the DOD supply chain. Enhance multi-modal analysis and streamline decision processes including transportation feasibility assessment while movement plans are still pliable to align expectations and distribution pipeline capabilities. Provide optimization to solve a periodic (e.g., daily, weekly, monthly) set of movement requirements iteratively to satisfy one or more constraint (e.g., solve for delivery data, solve for cost, solve for maximize asset utilization, etc.); optimization also supports rapid "what if" analyses to collaboratively find best fit solutions for a given scenario. Establish a process framework using standardized, repeatable processes thus reducing manual workload that capture and execute movement requirements in a collaborative environment. Define early identification of bottlenecks, missed transfers, work-arounds, and mission change notifications. As part of the DPO performance measure framework, AT21 is improving delivery performance, decreasing costs given operational needs/constraints, and increasing throughput and visibility.									
<b>Deliverables</b>									
FY12 - 14: Continuous Process Management capability; FY13 - 14: Optimization capability									
<b>Economic Analysis</b>									
Revisions to the Economic Analysis (EA) was certified in February 2010.									
<b>Impact</b>									
Inability to provide the mission benefits stated above resulting in inefficient operation of the Joint Deployment Distribution Enterprise (JDDE).									
<b>Software</b>									
AT21 will implement commercial and/or government off-the-shelf business process management and optimization tool suites.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Analysis of Mobility Platform (AMP)				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,713.0	1,713.0	0	4,592.0	4,592.0	0	1,478.0	1,478.0
<b>Total</b>	<b>0</b>	<b>1,713.0</b>	<b>1,713.0</b>	<b>0</b>	<b>4,592.0</b>	<b>4,592.0</b>	<b>0</b>	<b>1,478.0</b>	<b>1,478.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>The Analysis of Mobility Platform (AMP) is an end-to-end modeling and simulation environment to support programmatic analysis, planning, execution analysis and peacetime operations. The primary focus of AMP is to support programmatic analysis. AMP allows mobility analysts to provide multi-level detailed analyses to support Department of Defense (DOD) mobility analytical studies. AMP consists of a federation of models linked by a set of intelligent agents and a runtime infrastructure (RTI) which allows the models to pass data to one another in parallel during model execution. This results in a highly organized approach to mobility modeling in a single environment and accessed on a single hardware platform.</p>									
<b>Mission Benefits</b>									
<p>This modeling and simulation federation provides integrated, authoritative modeling, simulation, and analysis tools for effective and efficient warfighter power projection and sustained long range planning.</p>									
<b>Deliverables</b>									
<p>The FY12 &amp; 13 work includes enhancing the AMP Seabasing capability, AMP Mode Integration hardening, and airport analysis tool enhancement for Nodal Management Air. The FY13 work includes seaport simulation tool enhancements, enhance Distribution Performance Nodal Model, and enhance End-to-End Distribution model.</p>									
<b>Economic Analysis</b>									
<p>Certified on August 2011. Economic Analysis update due Aug 2013</p>									
<b>Impact</b>									
<p>Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide a Modeling and Simulation environment of interoperable, collaborative models and execution systems capable of providing accurate and consistent answers at the required breadth and depth of the Defense Transportation System (DTS) problem space</p>									
<b>Software</b>									
<p>N/A</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Center		Line No. & Item Description Automated Transportation Data (AUTOSTRAD)					Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,746.0	1,746.0	0	1,418.0	1,418.0	0	914.0	914.0
C. Software Development	0	297.0	297.0	0	308.0	308.0	0	278.0	278.0
<b>Total</b>	<b>0</b>	<b>2,043.0</b>	<b>2,043.0</b>	<b>0</b>	<b>1,726.0</b>	<b>1,726.0</b>	<b>0</b>	<b>1,192.0</b>	<b>1,192.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
AUTOSTRAD is not a system but rather a program that supports SDDC global connectivity by providing and maintaining US Army network infrastructure, communications support, SDDC Out Port support, and Enterprise License Agreement support including Oracle and Adobe. In turn, global connectivity enables SDDC to accomplish its mission in support of the Defense Transportation System and USTRANSCOM.									
<b>Mission Benefits</b>									
The AUTOSTRAD program supports approximately 2,400 individuals at 52 worldwide headquarters locations, 5 major subordinate commands, and ports. The program provides for operations, maintenance and life cycle HW replacement of LAN/WAN architecture components (including wireless), Information Assurance, Land Mobile Radios, Video Teleconference components, voice, and new communications technologies to keep SDDC globally connected across its operational user base. In addition, the program supports Out Port infrastructure capabilities for all LAN/WAN architecture components, network storage, disaster recovery, web service components, and any equipment and software supporting network operations									
<b>Deliverables</b>									
FY12, 13, & 14: Software capital funds will support USTRANSCOM Oracle ELA true-up costs. In FY12, H/W costs supported Office Information System (OIS) separation. FY13 and FY14 are planned for port network infrastructure upgrades.									
<b>Economic Analysis</b>									
Certified 15 Jun 10.									
<b>Impact</b>									
With reduced funding, Out Ports would be required to operate using legacy and soon to be unsupported hardware – increasing the risk of system failure									
<b>Software</b>									
Would be unable to purchase Oracle products in SDDC business applications would result if AUTOSTRAD's software capital requirement is underfunded.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	1,163.0	1,163.0	0	815.0	815.0
C. Software Development	0	0.0	0.0	0	7,753.0	7,753.0	0	9,060.0	9,060.0
Total	0	0.0	0.0	0	8,916.0	8,916.0	0	9,875.0	9,875.0
Narrative Justification:									
Description									
Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE) provides the basic infrastructure consolidation environment to host USTRANSCOM and TCC Command & Control (C2) Applications. This environment includes the hardware requirements for USTRANSCOM systems and programs of record. Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM DSE/CCE.									
Mission Benefits									
Provides common platform services, which improves security, provides access control and disaster recovery. Additionally, DSE/CCE provides opportunities to leverage a certified and accredited enterprise development and deployment environment responsive to dynamic customer/mission demands in an agile fashion. DSE/CCE implementation fuses the number of physical servers, facilities, and support personnel, while improving computing utilization and facilitating on-demand provisioning for increased scalability.									
Deliverables									
FY13-14 Deliverables: (1) Enterprise Application Services (EAS) includes front end development and customization of Commercial Off-The-Shelf (COTS) and Non-Commercial Off-The-Shelf (COTS) products and hardware required for client side production environment, (2) Cyber Systems Testing and Control Laboratory development and maintenance of the visualization layer and other front end work in a non-COTS environment to include web page and portlet development.									
Economic Analysis									
Impact									
Failure to consolidate computing requirements within USTRANSCOM and component C2 applications will result in higher equipment costs and all costs associated with managing, housing, storing, repairing each stovepipe system hardware. Failure to consolidate our security boundary across the enterprise increases the complexity and efforts required to secure our information.									
Software									
All software required to operate and/or migrate programs of record into the DSE/CCE will be procured using funds from within this program. Possible software includes, but is not limited to, operating systems, database, and migration tools.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command		Line No. & Item Description Consolidated Air Mobility Planning System (CAMPS)					Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	0.0	0.0	0	849.0	849.0
C. Software Development	0	2,484.0	2,484.0	0	3,367.0	3,367.0	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>2,484.0</b>	<b>2,484.0</b>	<b>0</b>	<b>3,367.0</b>	<b>3,367.0</b>	<b>0</b>	<b>849.0</b>	<b>849.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Air Mobility Planning System (CAMPS) is Headquarters' Air Mobility Command (HQ AMCs) Command and Control (C2) planning and scheduling system that provides mobility mission planners with an integrated view for airlift and air refueling requirements management, planning, and scheduling of AMC/Mobility Air Forces (MAF) air mobility resources to support peacetime, contingency, humanitarian, and wartime operations. CAMPS provides separate unclassified and classified requirements, planning and scheduling capabilities, and also provides advanced user capabilities for operational planning and allocation management. CAMPS provides a joint capability to gather and manage mobility requirements for Special Assignment Airlift Missions( SAAM), and Central Command's (CENTCOM) airlift requirements. CAMPS Migration Completion Date (MCD) was achieved in Feb 02, and will continue development under the approved MAF C2 Framework Capabilities Design Document (CDD).									
<b>Mission Benefits</b>									
CAMPS will provide HQ AMC's mission planners and schedulers with the integrated, automated tools they require to manage and prioritize mobility requirements and to analyze, plan, and schedule mobility missions to meet airlift requirements. These tools will optimize the use of scarce Defense Transportation System (DTS) airlift assets by: reducing empty (or low) cargo weight missions, reducing the number of supplemental contract airlift required, providing timely and accurate contingency support through rapid and more efficient planning tools, roving asset tracking, and improving response to supported unified or combined command requirements. Additionally, this capability will be provided in a more secure, user-friendly, and integrated environment.									
<b>Deliverables</b>									
: FY12: Deliver requirements tracking capability to EUCOM and PACOM theaters; updates SAAM Request System to meet full functionality array of requirements. Provide requested upgrades to CENTCOM Air Mobility Division (AMD) users. FY13: Complete full Public Key Infrastructure (PKI) functionality into CAMPS applications. Provide interface (web service) with USTRANSCOM Agile Transportation (AT21); Start CAMPS Hardware and Commercial Off The Shelf (COTS) upgrades and move to a more secure network environment. FY14: CAMPS hardware refresh equipment required.									
<b>Economic Analysis</b>									
Certified May 2007.									
<b>Impact</b>									
: Without CAMPS, United States Transportation Command (USTRANSCOM) and joint worldwide customers would be unable to input or submit airlift and air refueling requirements, and would lose visibility of those scheduled missions. HQ AMC would experience a major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements. In addition, planners would be unable to integrate automated decision support tools into the dynamic planning and scheduling process. HQ AMC would be unable to improve and standardize integration and information flow to other C2 systems. This would increase the potential for loss of critical C2 data and the inefficient or ineffective use of scarce DTS mobility resources, and even more supplemental contract expenditures will be made. Also, CAMPS would be unable to achieve USTRANSCOM's architecture goals and hardware maintenance costs would increase due to continued use of outdated hardware platforms.									
<b>Software</b>									
: License fees are required for Oracle Database Management System (DBMS), Windows/Sun operating system support, Rational ClearQuest, SharePlex, and Structured Query Language (SQL) Report Writer.									

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Department of the Air Force Air Mobility Command			Line No. & Item Description Core Automated Maintenance System (CAMS)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,955.0	1,955.0	0	0.0	0.0	0	729.0	729.0
Total	0	1,955.0	1,955.0	0	0.0	0.0	0	729.0	729.0
Narrative Justification:									
Description									
<p>Core Automated Maintenance System For Mobility (CAMS-FM/G081) is the central common source of all unclassified maintenance data for mobility airlift aircraft. It accumulates, validates, processes, stores, and makes accessible to Air Force (AF) and Air Mobility Command (AMC) managers the data necessary to keep AMC assigned and aircraft combat-ready. G081 is a centrally managed On-Line Transactional Processing (OLTP) information system. The G081 system currently processes an average of 8 to 8.5 million on-line transactions per month on a mainframe computer in the Defense Information Systems Agency (DISA) Computing Services System Management Centers (SMCs) at Oklahoma City and Ogden. Worldwide logistics users connect to G081 at the Defense Enterprise Computer Center (DECC) via the NIPRNET from desktop PCs (thick-clients) and from thin-client devices utilizing Radio Frequency (RF) technology from the point-of-maintenance. AMC home and enroute base locations access the central OLTP system, providing worldwide visibility of aircraft status, location and availability of all AMC assigned and gained (Air National Guard and Air Force Reserve Center) airlift and tanker airlift. G081 centrally stores, in real time, all information at the DISA SMCs needed to support the AMC global mission of its aircraft.</p>									
Mission Benefits									
<p>CAMS-FM/G081 is HQ AMC's primary mission critical computer resource. It provides HQ AMC, the United States Transportation Command (USTRANSCOM), TACC and AF leaders with worldwide visibility of aircraft availability, status, capability, and utilization data. The logistics Command and Control (C2) interface is with C2 Information Processing System (C2IPS), Global Decision Support System (GDSS).</p>									
Deliverables									
<p>FY12: Expeditionary Combat Support System (ESCC) Interface-Supply and Transitional. User Requirements-Standard Sequence of Events, Maintenance Scheduling, and Web Development. The program to continue to develop WEB GUI screens to move away from CITRIX. FY 14: Funds are for new capability needed for the Operational Event Schedule and Maintenance Standard Data Integrity Process.</p>									
Economic Analysis									
<p>EA was certified April 2009.</p>									
Impact									
<p>The Air Force has mandated the need to support a Common Operating Environment (COE) in order to support financial accountability of logistics assets. This includes the automation of aircraft scheduling events and an increased level of data edits to increased data integrity. This effort will support a more detailed capability to access and manage assets in a near real time with increased reliability of data in an automated environment. These requirements are needed to continue AMC's and AF's data modernization requirements and the cost reductions associated with maintaining data in a COE for Financial Improvement Audit Readiness (FIAR) requirements. Without this capability, AMC can't meet AF requirements and fail to support FIAR mandates by 2014 along with data collection efficiencies associated with these requirements.</p>									
Software									
<p>Software: Not Applicable.</p>									



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Department of the Air Force Military Sealift Command			Line No. & Item Description Core Enterprise Services (CES)				Activity Identification MSC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	247.0	247.0	0	599.0	599.0	0	801.0	801.0
Total	0	247.0	247.0	0	599.0	599.0	0	801.0	801.0
Narrative Justification:									
Description									
Military Sealift Command-Core Enterprise Services (MSC-CES) provides Data Warehousing Tools, Engineering, Enterprise Infrastructure Services, Enterprise Architecture, Information Assurance, Continuity of Operations (COOP), Help desk Services, Ashore operations, and video services. These services include: 1) Information Assurance including firewall monitoring, system certification and accreditation services for Federal Information Security Management Act (FISMA) compliance mission continuity planning; 2) Data warehouse provides support for fast retrieval of data by users, managers, and staff; 3) COOP provides back-up operating capability for Military Sealift Command (MSC) Corporate Data Center (MCDC) to be used in the event that actual MCDC becomes non-functional; and 4) Enterprise Architecture ensures all MSC systems align with federal, DoD, Navy and USTRANSCOM policy.									
Mission Benefits									
MSC has a critical need to have a robust and reliable infrastructure to support its automated information systems and networks. These systems are key elements for decision makers at all levels and have become an essential part of the day-to-day operations. MSC-CES also allows connectivity and access to operational and administrative data to MSC worldwide sites.									
Deliverables									
Lifecycle refresh and upgrade of the IT infrastructure within the MSC Corporate Data Center and Data Warehousing to collect and report command wide performance metrics.									
Economic Analysis									
Life Cycle Cost Estimate: February 2009									
Impact									
MSC will not have a common platform and access to corporate database.									
Software									
N/A									

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 Air Force Working Capital Fund  
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Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Corporate Data Solution (CDS)					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	376.0	376.0	0	0.0	0.0	0	332.0	332.0
C. Software Development	0	6,691.0	6,691.0	0	6,555.0	6,555.0	0	5,320.0	5,320.0
<b>Total</b>	<b>0</b>	<b>7,067.0</b>	<b>7,067.0</b>	<b>0</b>	<b>6,555.0</b>	<b>6,555.0</b>	<b>0</b>	<b>5,652.0</b>	<b>5,652.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Corporate Data Solution (CDS) Program is responsible for providing data, information, knowledge, and engineering services in support of United States Transportation Command (USTRANSCOM) business processes. The program is focused on managing data in a net-centric environment as an enterprise asset by implementing properly engineered data exchanges, defining common vocabulary, federating metadata, and overseeing data quality initiatives. CDS projected for Full Operating Capability (FOC) in Fiscal Year 2017.									
<b>Mission Benefits</b>									
CDS will increase the effectiveness of Information Technology (IT) development and mission capability of USTRANSCOM, while decreasing overall cost.									
<b>Deliverables</b>									
FY12-17 major deliverables will be to continue provided policies, procedures, advisory support, and mechanisms in support of the Command Data Architecture through Enterprise Architecture (EA) and Enterprise Data Office (EDO). Provide resources for implementation of engineered solutions and the Information Engineering Initiative through Enterprise Engineering (EE). Provide associated toolsets to measure, monitor, and report the quality of the Command data through Data Quality. Manage USTRANSCOM standard reference data through Transportation Reference Data Management (TRDM). Will continue to develop and intergrate the Corporate Services Vision (CSV) supporting the infrastructure and Services Oriented Architecture (SOA).									
<b>Economic Analysis</b>									
Economic analysis was certified in April 2009.									
<b>Impact</b>									
If not funded, status quo information management and information technology development will continue but will be cumbersome to manage, expensive to execute, and will hinder the commands ability to meet Department of Defense required data sharing capabilities (CSV, SOA, and JDDA-E).									
<b>Software</b>									
License fees are at Enterprise level, paid for by Infostructure and CDS.									

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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Information Assurance (IA)/Information Protection (IP) Operations				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	162.0	162.0	0	0.0	0.0	0	0.0	0.0
Total	0	162.0	162.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
This program encompasses cyberspace operations defense capabilities providing people, operations, and technology that protect and defend USTRANSCOM information and information systems by ensuring their availability, integrity, authentication, confidentiality and non-repudiation. The program is aligned with the Deputy Assistant Secretary of Defense for Cyber Identity and Information Assurance (CIIA) Strategy.									
Mission Benefits									
Provide ability to recognize, react to, and respond to threats, vulnerabilities, and deficiencies in systems and networks.									
Deliverables									
FY12-FY14: Personnel who provide security engineering support to USTRANSCOM's Transportation Working Capital Funds (TWCF) Hardening effort, increasing the cyber security of USTRANSCOM mission systems. Includes equipment and personnel to support the following capabilities: firewalls, proxy servers, antivirus, intrusion detection, vulnerability assessment, etc.									
Economic Analysis									
Life Cycle Cost Estimate (LCCE) received August 2007.									
Impact									
Failure to provide and improve network security architectures increases the vulnerability of USTRANSCOM and Transportation Component Command mission systems to electronic attacks resulting in the loss of critical command and control functions.									
Software									
No license fees apply									

Activity Group Capital Investment Justification  
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Defense Enterprise Acct & Mgmt System (DEAMS)				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,602.0	3,602.0	0	5,348.0	5,348.0	0	3,789.0	3,789.0
Total	0	3,602.0	3,602.0	0	5,348.0	5,348.0	0	3,789.0	3,789.0
Narrative Justification:									
Description									
<p>Defense Enterprise Accounting and Management System (DEAMS) is a joint USTRANSCOM, DFAS, and AF project to replace legacy systems using an enterprise architecture with Commercial-off-the-Shelf (COTS)-based financial accounting software (general ledger, accounts payable, accounts receivable, financial reporting, billing, etc.). DEAMS uses a Joint Financial Management Improvement Program (now known as Chief Financial Officers Council (CFOC)), certified COTS software package (Oracle e-Business Suite) as its core system software and will conform to requirements promulgated by the Office of Management and Budget (OMB), Chief Financial Officers (CFO) Act, Government Performance and Results Act (GPRA), Government Management Reform Act (GMRA), Federal Financial Management Improvement Act (FFMIA), Defense Business System Management Committee (DBSMC) Business Enterprise Architecture (BEA) and other related laws, regulations, and policies. Accurate, reliable, and timely financial information is a top priority of Congress, the Secretary of Defense (SECDEF), the Secretary of the Air Force. This can only be achieved through a modernization and integrated software solution accompanied by sound accounting processes proven through successful audits.</p>									
Mission Benefits									
<p>The three principle benefits are functionality, technology, and flexibility. Functionality provides accurate, timely, and compliant annual financial statements; allows common applications and an integrated database which comply with OMB approved "Core Financial System Requirements" (CFSR), improves time to process AF financial event transactions; facilitates access to the business events underlying the financial events to support auditability and analysis; utilizes standard processes and practices. Technology assures responsive and efficient processing, data analysis, and reporting; delivers timely, accurate and relevant information to decision maker; decreases point-to-point interfaces and system lifecycle costs; capitalizes on the Global Combat Support System - Air Force (GCSS-AF) Infrastructure Framework (IF); improves data accuracy, decreases operations and maintenance costs and increases information availability via a centralized Financial Management (FM) processing site. Flexibility enables agile response to legislative, OMB and DoD mandated FM policy and procedure changes; facilitates AF Smart Operations 21 (AFSO21) business process improvement initiatives; allows timely system enhancement and introduction of improved processes and performance improving technology; provides seamless interaction with FM feeder systems; transitions FM professionals from processing transactions to performing decision support analysis. The functionality, technology and flexibility provided by a successful material solution will be measured by improving cost accounting and reporting capabilities, resolving material weaknesses, reducing sustainment costs, and achieving the SECDEF directed clean audit opinion.</p>									
Deliverables									
<p>FY12: DEAMS will initiate Release 1/2 Deployment activities and initiate Release 3/4 - Major Upgrade to Oracle R12. FY13 Completed Release 1 deployment; continue Release 2 deployment; continue Release 3/4 - Major Upgrade to Oracle R12; initiated Release 5 AF CONUS Deployment. FY14 Completed Release 2 Deployment, Complete Release 3/4 - Major Upgrade to Oracle R12; and continue Release 5 AF CONUS Deployment.</p>									
Economic Analysis									
<p>The Economic Analysis (EA) dated 15 September 2008 identified a discount rate of 4.79%, with a net present value of \$50.19 and a benefit to cost ratio (BCR) of 1.10.</p>									
Impact									
<p>USTRANSCOM would not be able to leverage CFO/BEA/CFOC compliant COTS technologies currently available for financial accounting software, enhance audit capabilities, and automate processes - reducing accuracy, reliability, and timeliness of financial information to the Warfighter.</p>									
Software									
Oracle									

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Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Defense Personal Property System (DPS)					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	537.0	537.0	0	0.0	0.0
C. Software Development	0	3,895.0	3,895.0	0	12,123.0	12,123.0	0	7,176.0	7,176.0
<b>Total</b>	<b>0</b>	<b>3,895.0</b>	<b>3,895.0</b>	<b>0</b>	<b>12,660.0</b>	<b>12,660.0</b>	<b>0</b>	<b>7,176.0</b>	<b>7,176.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>The Defense Personal Property system (DPS) is the next generation, fully integrated, best of breed, centralized, and web-based systems for the management of personal property shipments for the Department of Defense (DOD). DPS is the material solution to achieve the Defense Personal Property Program (DP3) objectives. The DPS customer-centric approach will provide a more responsive, user-friendly experience while ensuring timely and accurate delivery of personal property shipments. It also provides direct customer feedback to identify and reward Transportation Service Providers (TSPs) that deliver quality service at reasonable rates. The DPS program management responsibilities transferred from Surface Deployment and Distribution command (SDDC) to United States Transportation Command (USTRANSCOM) Command Staff in FY07. In order to properly manage the DPS Program, USTRANSCOM established the Joint Program Management Office for Household Goods System (JPMMO HHGS) comprised of USTRANSCOM and matrixed SDDC personnel.</p>									
<b>Mission Benefits</b>									
<p>DPS implements the objectives/benefits of (DP3) to include: Full replacement value for damaged/lost household goods. Adequate payment is a number one relocation concern. Current program only provides depreciated value for damaged items. An integrated information management system for household good processes: Improved communications between member/employees, the transportation service provider, and the military personal property office. Direct communications enables quick response to changes in member/employee situations and allow for more direct deliveries, thereby reducing damages and storage costs.</p>									
<b>Deliverables</b>									
<p>IAW Functional Review Board (FRB) requirements prioritization and approved funding: FY12 - Develop and implement Shipment Pre-Approval and Warehouse Management capabilities. FY13 - Develop and implement One Time Only-Boat One Time Only-Mobile Home One Time Only (OTO-BOTO-MOTO) and special Solicitation capabilities. FY14- New contract: Conduct planning and design for architecture improvements. Implement technology upgrade and redesign Rate Filing capability.</p>									
<b>Economic Analysis</b>									
<p>The DPS EA was certified on 12 Oct 12 USTRANSCOM leadership. The Analysis of Alternative (AoA) was completed in Jul 10.</p>									
<b>Impact</b>									
<p>Inability to provide DP3 benefits. Rapidly escalating sustainment costs of legacy systems; Transportation Operational Personal Property System (TOPS) may not receive interim Authority to Operate extensions due to security issues.</p>									
<b>Software</b>									
<p>DPS versions 1.4.9 through 1.7.</p>									

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Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Enterprise Support Services Command (ESS C4S)				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	3,430.0	3,430.0	0	0.0	0.0
Total	0	0.0	0.0	0	3,430.0	3,430.0	0	0.0	0.0
Narrative Justification:									
Description									
Enterprise Support Services (ESS-C4S) is a Headquarters Military Surface Deployment and Distribution Command's (SDDC) umbrella program that is responsible for effectively integrating programs, automated systems, infrastructure and operations to ensure interoperability with the Defense Transportation Systems (DTS) and commercial partners to enhance USTRANSCOM's Joint Distribution and Deployment mission. ESS provides enterprise architecture, change/configuration management, data management, information assurance, single sign-on, consolidated helpdesk and COOP support for the operations and maintenance of the surface transportation systems..									
Mission Benefits									
Distribution ProcessOwner Secure Enclave (DSE)/Common Computing Environment (CCE): Improved cyber posture of USTRANSCOM assets. Joint Container Management Capability (JCMC): Develop a single point of visibility and integration to manage all containers used worldwide to manage government, leased, and commercial containers globally throughout their lifecycle within DoD, thus allowing a container to be treated as a lift asset.									
Deliverables									
FY13 - DSE/CCE: Integrated networking capabilities to support SDDC migration from the Army to USTC network. JCMC: Develop/Integrate Detention Invoice Processor capability, "Carrier Notification" capability, "Carrier Pick-up" capability, "Discharge Container" capability, "Export Container" capability and develop web service to expose container data to the Enterprise.									
Economic Analysis									
Not Applicable									
Impact									
DSE/CCE: Lack of funding will delay SDDC's migration into the DSE/CCE and risk USTRANSCOMs migration strategy into the larger DoD Joint Information Environment. JCMC: Lack of funding will sustain SDDC's CENTCOM current Container Visibility of 10-33%, from the expected benefits of up to 90% with funding the initiative.									
Software									
Not Applicable									

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Department of the Air Force Military Sealift Command			Line No. & Item Description Financial Management System (FMS)				Activity Identification MSC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	556.0	556.0	0	534.0	534.0
Total	0	0.0	0.0	0	556.0	556.0	0	534.0	534.0

**Narrative Justification:**

**Description**

MSC Financial Management System (MSC-FMS) is a fully integrated finance and accounting system that replaced non-compliant legacy systems in FY 2000. The new system is Joint Financial Improvement Program (JFMIP) certified, meets numerous Federal Financial Management System requirements, and is Chief Financial Officer (CFO) capable. This system is based on Oracle Federal Financials and includes a Federalized General Ledger utilizing the United States Standard General Ledger (USGL) at the detailed transaction level along with federalized modules for Accounts Receivable, Accounts Payable and Purchasing. In addition, Oracle commercial modules supporting project costing, project billing, inventory and fixed assets were implemented. For internal reporting and presentation of decision making information, the system also includes a financial data mart. As a subordinate command to US Fleet Forces and a component command of USTRANSCOM, MSC has financial reporting requirements to both commands. MSC-FMS acts as an independent financial system that will feed MSC general ledger entries directly to DEAMS and the DEAMS general ledger once DEAMS is operational.

**Mission Benefits**

The four principle benefits are compliance, functionality, technology and flexibility which provides MSC with a compliant, integrated system measured by improved accounting processes and reporting capabilities, resolved audit/financial weaknesses, reduced sustainment costs and means for future compliance. Compliance ensures that the system is configured to meet Department of Defense (DoD), Department of the Navy (DoN), and CFO act requirements; including security/audit readiness and Federal Financial reporting requirements. Functionality provides accurate, timely, and compliant financial statements, trial balances and Federally required reporting; allows for an integrated database with data shared across the command; improves time to process MSC financial/budgetary transactions; facilitates auditability and analysis across business processes. Technology provides secure, responsive and efficient processing, data analysis and flexible, drill-down reporting; delivers real-time, accurate information to decision makers; provides MSC with technology that passes all security compliance requirements; decreases custom interfaces and reduces system lifecycle costs; builds upon the MSC enterprise architecture; improves automation and accuracy of data, including error handling; decreases operations/maintenance costs. Flexibility provides agile response to Office of Management and Budget (OMB) (Standard Financial Information Structure (SFIS), Joint Financial Improvement Program (JFMIP), etc) and DoD mandated financial policy and procedure changes; offers scalability for business process improvement initiatives; allows for timely system enhancements and improved processes; allows for system performance improvements; provides automated/seamless integration to other systems (SPS, BPS, DTS, WAWF, etc), including error handling/processing; ability to absorb processes from MSC that will allow for decommissioning of legacy applications, saving operations/maintenance costs.

Specific benefits provided by capital funding include:

- Oracle Release 12: Upgrades the current MSC-FMS application suite to Oracle Release 12 to maintain system support and IT/ financial compliance. It will also enhance the ability of the technology stack to preserve its technical architecture and vendor supportability.
- Subsistence and Quarters (S&Q) Payments Interface - Allows payment of payroll for approximately 9000 civilian mariners following decommissioning of UPCS (MSC's current mariner pay system).
- General Ledger Interface to the Defense Enterprise Accounting and Management System (DEAMS) - Provides monthly financial results to DEAMS for consolidation and financial reporting.
- Navy Data Center Migration – MSC must comply with Navy directives to move systems to a dedicated Navy data center
- IS Portal Interface Implementation (Corrective Maintenance Logistical System (CMLS) Interface) - Allow for ship purchase transactions to be transmitted to purchasing module following ship logistics systems upgrade
- Budget Replacement System – Replaces legacy independent budgeting system, reduces IT footprint and maintains capability to develop MSC billing rates for Navy and TRANSCOM working capital funds
- Central Contract Registration (CCR) Interface – Allow for vendor information to be entered directly into FMS following retirement of Standard Procurement System.

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Department of the Air Force Military Sealift Command	Line No. & Item Description Financial Management System (FMS)	Activity Identification MSC
Description (continued)		
Deliverables		
FY13 Oracle Release 12: The projects are designed to enhance the ability of the technology stack to preserve its technical architecture and vendor supportability. The projects will provide sound and active support contracts for the financial management software, as well as provide incremental capabilities which are facilitated by the vendor (Oracle) when patching the software in order to achieve an upgrade of the product. General Ledger Interface to the Defense Enterprise Accounting and Management System (DEAMS) - Meet USTRANSCOM's requirement to send MSC's monthly financial results to DEAMS for consolidation and financial reporting. The interface of monthly financial results to DEAMS meets USTRANSCOM's requirement for financial data from MSC while allowing MSC to continue to use FMS to record Navy and USTRANSCOM financial data. FY14 Budget Replacement System – Prototype will be going on concurrently with FMS R12 Technical Upgrade with development continuing in FY13 and piloting for full budget cycle. General Ledger Interface to the Defense Enterprise Accounting and Management System (DEAMS) - Meet USTRANSCOM's requirement to send MSC's monthly financial results to DEAMS for consolidation and financial reporting. The interface of monthly financial results to DEAMS meets USTRANSCOM's requirement for financial data from MSC while allowing MSC to continue to use FMS to record Navy and USTRANSCOM financial data.		
Economic Analysis		
Economic analysis certified 2009. Majority of efforts reflect modifications due to mandates and compliance.		
Impact		
MSC-FMS must undergo certain modernization and enhancement efforts in order to maintain system IT and financial compliance, integration with DOD and USG systems, allow for MSC's unique operating model, leverage compliant Commercial Off-The-Shelf (COTS) technologies and provide mission capabilities to the command. Without funding MSC-FMS would NOT: be CFO Act compliant (USSGL, JFMIP, SFIS), meet audit readiness criteria, meet security compliance, be able to pay or distribute W2s/LES to civilian mariners, make payments to vendors, meet Federal reporting mandates (consolidations/financial results), or meet DoD/DON system mandates. Impacts to specific efforts from a lack of funding include: <ul style="list-style-type: none"> <li>- Non-compliant system. MSC would be forced to decommission the MSC-FMS system and unable to provide the capabilities described above</li> <li>- Increased support costs - MSC would be forced to attempt to maintain security and system maintenance through custom support agreements with vendors that far exceed current budgeted levels if even possible</li> <li>- SFIS compliance - R12 is required for FMS to meet SFIS configuration requirements directed by OSD-DCMO</li> <li>- Unable to pay Civilian Mariner staff following UCPS decommissioning in 2014</li> <li>- Would necessitate the creation of multiple manual processes and likely require hiring of additional government and contractor staff</li> <li>- Increased error rates from manual processes and inaccurate data on personal costs for reporting and decision making.</li> <li>- Requirement for manual reporting of MSC financial data to USTRANSCOM</li> <li>- Reduction in the timeliness and accuracy of financial data being reported</li> <li>- Unable to ensure data being sent from MSC conforms to accounting mandates</li> <li>- Unable to ensure all data elements are contained in MSC financial statement sent to USTRANSCOM</li> <li>- Unable to be supported on current hardware or infrastructure without datacenter migration</li> <li>- Unable to decommission and reduce footprint of separate budget preparation system and increase accuracy of budget submissions for NWCF/TWCF</li> <li>- Unable to replace automated vendor information transmission with the replacement of the SPS system.</li> </ul>		
Software		
Oracle COTS Products (ebusiness suite, Federal Financials, commercial modules, Hyperion).		



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 Air Force Working Capital Fund  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Global Air Transportation Execution System (GATES)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	2,537.0	2,537.0	0	2,584.0	2,584.0
C. Software Development	0	7,933.0	7,933.0	0	5,803.0	5,803.0	0	5,486.0	5,486.0
Total	0	7,933.0	7,933.0	0	8,340.0	8,340.0	0	8,070.0	8,070.0
Narrative Justification:									
Description									
Description: Global Air Transportation Execution System (GATES) is a single automated system serving management of both aerial port and surface port operations for the Department of Defense (DoD) transportation worldwide. Its support is mission-critical since the ports sustain global air and surface movement of personnel and materiel and serve as the entrance into or departure from the country. Serving peacetime and contingency operations, GATES support includes processing and tracking cargo and passenger information to speed their timely arrival and know their location at all times (i.e., In-Transit Visibility (ITV)). GATES also aids DoD's capability to bill for cargo and passenger movement. It is a financial feeder system providing manifest information to the Defense Enterprise Accounting and Management System (DEAMS) Component Billing System (DCBS), which is a billing system belonging to the Air Force. GATES surface port function will include capability formerly provided by the SDDC Worldwide Port System (WPS). WPS was designed to support the water port operations of DoD by providing cargo management, documentation, and accountability to water port and regional commanders while providing ITV to higher echelons. An effective Command and Control (C2) tool, GATES promotes more effective resource management. The system interfaces with multiple data engines both internal and external to the DoD. It generates standard and ad hoc reports, supports scheduling and forecasting, and provides message routing with delivery service for virtually all transportation data.									
Mission Benefits									
Mission Benefits: GATES is a Headquarters Air Mobility Command (HQ AMC) program developed to provide visibility of cargo and passenger assets moved by HQ AMC. It operates in an open system platform/environment utilizing Unix Servers and Windows Personal Computer (PC) workstations. Applications software is currently being updated to meet the Defense Transportation System (DTS) architecture requirements for GATES to remain in concert with the HQ AMC and United States Transportation Command (USTRANSCOM) Command, Control, Communications and Computer (C4) Systems Master Plan as a command and control enhancer. Also, the functions of the World Wide Port System (WPS) will be integrated into GATES.									
Deliverables									
Deliverables: FY12: GATES Version 5.0-Complete single port capability migration of the Military Standard System (MILS) to Defense Logistics Management Standards (DLMS). FY13: Post WPS/GATES convergence migration to single port cargo and passenger manifesting capability. Combines ad hoc reporting and customs processing functionality into single Joint Deployment and Distribution Enterprise (JDDE) terminal baseline. FY14: Automated electronic receipt and in-checking of cargo and other AIT initiatives to include port level automated pallet building, loading, manifesting and inventory procedures. Multi-Modal Data Flow (MMDF) supporting a seamless surface and air electronic data exchange within the GATES database to provide advance visibility and capture of cargo between air and surface transportation modes and assist terminal and port level operators in mode to mode processing handling and manifesting of cargo.									
Economic Analysis									
Economic Analysis: Economic analysis completed in January 2009.									
Impact									
Impact: If not funded, there would be a direct impact on warfighter readiness. The mobility mission is supported by the Air Force aerial ports which utilize new software development each year. Hand-held terminal upgrades and fixes could not be done. In addition, migration to the USTRANSCOM Logical Data Model and other portal requirements supporting the Tanker Airlift Control Center (TACC) would not be accomplished. Requirements to develop Public Key Enabling (PKE) and Public Key Infrastructure (PKI) Certificates and Extensible Markup Language (XML) requirements for development would also be affected. There are other sister services (i.e. Navy) which require other system configurations to fit into their architecture. Billing modernization changes would have to be put on hold until the transition is complete.									
Software									
Software: Alcatel, Movian, F-Secure, Sybase-licenses, BRIO, Rational, Storeedge, Togethersoft, NetIQ, TCC Radius, Planet, CE Fusion, and Sun Software.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Global Decision Support System (GDSS)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	2,305.0	2,305.0	0	2,449.0	2,449.0	0	2,455.0	2,455.0
C. Software Development	0	31,992.0	31,992.0	0	30,860.0	30,860.0	0	30,891.0	30,891.0
<b>Total</b>	<b>0</b>	<b>34,297.0</b>	<b>34,297.0</b>	<b>0</b>	<b>33,309.0</b>	<b>33,309.0</b>	<b>0</b>	<b>33,346.0</b>	<b>33,346.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Description: The Global Decision Support System (GDSS) is an United States Transportation Command (USTRANSCOM) funded system providing Mobility Air Forces (MAF) Command and Control (C2) information for the Defense Transportation System (DTS) to combatant commanders throughout the full spectrum of military operations. Provides capabilities to C2 MAF forces using a net-centric environment, allowing access and information sharing across classified and unclassified domains that interoperate with Air Force/Army/Joint C2 systems as part of the DTS. GDSS offers capability for C2 elements to accomplish continuous collaborative planning and tasking to task or redirect airborne MAF aircraft while coordinating associated mission, aircrew, and logistics requirement changes through the appropriate Civil Aviation Authority, MAF, Combat Air Force (CAF) and Civil Reserve Air Fleet (CRAF) C2 fixed and mobile elements. GDSS provides a critical part of the capability towards meeting the MAF goal of near-real-time 100% Total Asset Visibility and In-Transit Visibility. GDSS will develop Dynamic Mission Replanning (DMR) using cognitive rescheduling technology as demonstrated in Advanced Concept Technology Demonstrations, permitting resource manipulation in near real-time. A second part of the enhancement will develop Global Aircrew Management (GAM) giving an automated capability within GDSS to improve its ability to track, task, manage, and report aircrew assignments. Global Aircrew Scheduling (GAS) will allow the ability to integrate a crew scheduling with a unified sight view of aircraft resource status and availability and rapid mediation of impacts of changes to crews or missions.									
<b>Mission Benefits</b>									
Mission Benefits: GDSS complies with the USTRANSCOM/Headquarters Air Mobility Command (HQ AMC) enterprise architecture and logical data model development. This helps in future development and simplifies interfaces with other systems. The system reduces data integrity challenges caused by latency in transmission of data from between legacy systems to GDSS due to present reliance on text messaging data exchange. Better data integrity provides more accurate, dependable C2 data for decision makers, allowing more efficient and/or effective airlift to the warfighter.									
<b>Deliverables</b>									
Deliverables: FY12: Complete fielding GDSS SIPRNet version 2.3.2 delivering technology refresh utilizing 64-bit & upgraded storage area network. Field version 2.3.3 delivering CAC/PKI integration & implement transportation tracking and accounting number initiative. Develop and field version 2.3.4 addressing functionality fixes and version 2.3.6 addressing downward-directed requirements, incorporating technology updates, and first phase toward web-based-only capability. Begin development of three GDSS version updates addressing downward-directed ISO3166, Aircraft Communication and Reporting System (ACARS), and SHA256 requirements, web-based-only phase 2; Upgrade two enclave sites to provide SIPRNet replication capability. Initiate development of replacement cross domain solution. Develop and field two Aviation Operational Risk Management (AvORM) versions to provide analysis of changing flight scheduling information to analyze impact on mission changes. Develop and begin transition of selected GAM functions to internet applications. Develop DMR functionality and complete initial architecture and external/internal engineering for single site integration. Begin modifying GAS internal systems and Graduate Training Integration Management System (GTIMS) and initiate an enterprise version of GAS by creating an initial architecture and defining internal and external engineering changes. FY13: Develop and field three major GDSS version updates addressing last two web-based capabilities phases while including downward-directed modifications and external interface changes to ensure compliance with evolving security requirements and optimize data flow. Continue development of cross domain replacement solution. Validate, define, and mitigate user requirements in AvORM and field version 3.0. Field operational prototypes for DMR and GAM to a limited user base. Continue enterprise version of GAS by developing the architecture and begin internal and external systems changes. Continue Hardware development for system. FY14: Planned investment is to continue with downward-directed software modifications to GDSS in three major software releases annually. Continue with operational prototypes and fielding for DMR and GAM. Continue enterprise version of GAS by updating architecture and begin internal and external systems changes. Continue Hardware development for system.									
<b>Economic Analysis</b>									
Economic Analysis: Certified May 2007. EA was submitted Mar 09; DMR EA completed May 2010, GAS/GAM completed June 2010, and GDSS EA submitted May 2011.									
<b>Impact</b>									
Impact: If not funded, the USTRANSCOM Commander's efforts to migrate functions to the right number of systems would be slowed while forcing sustainment of obsolete legacy systems. There would be significant reduction in capability to perform basic flight scheduling, flight following, MAF and DTS resource and facilities allocation, and decision making for HQ AMC's Tanker Airlift Control Center (TACC) and other customers listed above. There would be loss of required total asset visibility interface. All other sites supported worldwide by GDSS would experience reduced capability to perform MAF resources C2 and/or a reduced ability to MAF related data. If DMR is not funded, impact is operators must determine interrelationships between missions which is slow, and cumbersome. GAM impact is continued mission delays; GAS impact would be inability to rapidly determine actual crew availability and qualifications causing missions delays and impacts to velocity and precision.									
<b>Software</b>									
Software: Share Plex Software									

Activity Group Capital Investment Justification  
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 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Global Freight Management (GFM)				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	967.0	967.0	0	815.0	815.0	0	461.0	461.0
Total	0	967.0	967.0	0	815.0	815.0	0	461.0	461.0
Narrative Justification:									
Description									
<p>Global Freight Management (GFM) provides DOD Installation Transportation Officers (ITOs) with an electronic commerce capability for the procurement of commercial freight transportation services and provides a real time data feed to war fighters. GFM provides a centralized automated freight rating, costing, and routing system (Rating and Ranking). GFM also provides a Spot Bid system for procurement of freight transportation services for Overweight or Overdimensional shipments as well as other unique or one-time-only shipments. GFM also supports an automated interface for existing DOD contracts with Small Package (shipments 150 pounds or less) domestic and international (shipments 300 pounds or less) express carriers. The GFM system supplies more timely and accurate routing information to shippers and substantially improves the ability of SDDC to support DOD shipping. The GFM interface with Syncada, via FACTS, streamlines the DOD transportation financial payment process. GFM also provides DoD shippers with: Tender Entry On the Web (tender storage and management); DoD Bill of Lading repository and Bill of Lading View; Rate Quote (costing of voluntary tender moves without creating an actual shipment transaction); Site Configuration (for TOs/ITOs to set up their location information); Discrepancy Information System/Transportation Discrepancy Report (DIS/TDR); Transportation Facilities Guide; Approved Carrier List; In-transit Visibility (ITV), Carrier Reports; GFM Training Simulator and Tutorials; Customer Added Value Suite (CAVS); and CAVS Downloads (carrier/industry tools). GFM interface with Customs and generate Shippers Export Declaration for International shipments requiring border clearance. Serve as the primary carrier tools for Freight Carrier Registration (FCRP) as starting point for carriers seeking DoD approval. Provide carrier tools and carriers/management reports. Provide monthly training for DoD users and commercial carriers. Also provide on line and HELP Desk assistance for GFM.</p>									
Mission Benefits									
<p>GFM provides DOD-approved shipping activities and contractors with a cost effective and efficient suite of web-based transportation business tools to support multi-modal DOD shipment planning and execution utilizing commercial transportation services. GFM complements DOD tactical transportation systems by providing military ITOs with the ability to support unit deployment, sustainment and redeployment activities. GFM is used at each of the Army's power projection and power support platforms.</p>									
Deliverables									
<p>FY12, 13, &amp; 14: Implement a Transportation Tracking Number interface to support expanded visibility of unit equipment deployment; Provide interface to facilitate, and implement the Standard Transportation Contract (STC-II) for the movement of non-protected freight shipments; Build new interfaces for carriers participating in the World Wide Express (WWX-5) contract to do business in GFM; Build new Carrier Performance Module to provide Transportation Officers the ability to manage carrier performance at the local and national level; Provide Automated Transportation Request function to automate the carrier selection process; Provide interface to facilitate, and implement the FAR-based contract for the movement of Transportation Protective Service (TPS) shipments; Implement a Mileage-Based Fuel Surcharge Calculation for truckload shipments; Implement the ability to validate proper TPS assignment; Provide four web services: Rate Quotation, Spot Bid, TFG, and DIS.</p>									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
<p>If not funded, GFM will be unable to support United States Transportation Command's strategic objective to optimize Joint Deployment and Distribution Enterprise processes to provide improved end-to-end joint deployment and distribution that enables warfighters to successfully project and sustain combat power. It will prevent GFM from continuing to adopt relevant best practices derived from the business community, minimize waste and redundancy, and synchronize global distribution. GFM will be unable to improve automation tools used by transportation managers to monitor shipment planning, manage transportation risk, and influence freight mobility requirements that support Defense Transportation System initiatives.</p>									
Software									
Not Applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Global Surface Distribution Management (GSDM)				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,488.0	1,488.0	0	2,623.0	2,623.0	0	3,130.0	3,130.0
Total	0	1,488.0	1,488.0	0	2,623.0	2,623.0	0	3,130.0	3,130.0
Narrative Justification:									
Description									
<p>The Global Surface Distribution Management (GSDM) program provides the facility, automated tools, and communications infrastructure to support the Military Surface Deployment and Distribution Command (SDDC) worldwide deployment and distribution mission in an austere environment. The Deployable Port Operations Center (DPOC), Mobile Port Operations Center (MPOC) and Small Port Operations Communications Kit (SPOCK) provide fully equipped, self-sustaining command and control port opening capability at surface locations where facilities for cargo documentation and processing, long haul telecommunications, and computer and office automation support are not available. A key focus of these deployable capabilities is direct support of the regional Seaport Command Element (SCE), supporting reception, staging, onward movement, integration, sustainment, and redeployment of United States forces at military, common user, and contingency seaports worldwide. They are designed to support limited/small scale operations and full scale/sustained operations. They are totally self-sustaining and independent of any host nation/theater facilities and services.</p>									
Mission Benefits									
Supports SDDC worldwide deployment and distribution mission in an austere environment.									
Deliverables									
FY12, 13, & 14: Modernize and refresh Rapid Port Opening Elements (RPOE) equipment sets and MPOC/DPOC deployment packages; Product Manager, Defense Wide Transmission Systems provides a contracted operational support resource through established MOA; Tobyhanna Army Depot provides depot level refurbishment of systems platforms (HMMWVs and shelters) as required; US Army Soldiers Systems Center, NATICK, MA provides engineering support (DPOCs/MPOCs); and Hardware upgrades as required.									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
The systems provided under the GSDM program are essential in providing port managers with the Command and Control (C2) capabilities to ensure Intransit Visibility (ITV) of sustainment cargo and unit equipment moving forward. Without this capability, units may arrive at the fight without the necessary equipment and no assurance of sustainment once in the theater of operations resulting in mission failure									
Software									
Not applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Infostructure					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	17,177.0	17,177.0	0	21,021.0	21,021.0	0	18,068.0	18,068.0
C. Software Development	0	2,070.0	2,070.0	0	2,540.0	2,540.0	0	2,512.0	2,512.0
<b>Total</b>	<b>0</b>	<b>19,247.0</b>	<b>19,247.0</b>	<b>0</b>	<b>23,561.0</b>	<b>23,561.0</b>	<b>0</b>	<b>20,580.0</b>	<b>20,580.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
Centrally procures Information Technology (IT) hardware for selected Command and Control programs. This consolidation of buys provides savings and allows United States Transportation Command purview for system refresh. Associated efforts for testing/certification, Continuity of Operations Plan (COOP) fail-over for mission critical defense transportation systems, and infrastructure upgrades are also included.									
<b>Mission Benefits</b>									
Footprint reduced from co-location of hardware in Central Computing Facilities and consolidation on fewer hardware components. Central procurement activity ensures funds are properly expensed supplying adequate/correct hardware for C2 systems within program.									
<b>Deliverables</b>									
FY12 Deliverables - Infostructure program provided hardware refresh/rollouts to Analysis of Mobility Platform (AMP), GATES, GCCS, Global Decision Support System (GDSS), SDDC Enterprise Support Services (ESS), Intelligent Road/Rail Information Server (IRRIS), Integrated Computerized Deployment System (ICODES)and Logbook. FY13 Deliverables - Infostructure program is projected to provide hardware refresh/rollouts to AMP, GATES, GDSS, CAMPS, Joint Flow and Analysis System for Transportation (JFAST), and IRRIS. FY14 Deliverables - Infostructure program provided hardware refresh/rollouts to AMP, Single Mobility System (SMS), CAMPS, GATES, JFAST, and SDDC ESS.									
<b>Economic Analysis</b>									
Certified April 2009.									
<b>Impact</b>									
Without the Infostructure Program, costs for technology refresh of IT systems would be higher, COOP capability would not exist, and the ability to quickly decrease gaps in distribution process IT solutions would be diminished.									
<b>Software</b>									
No license fees apply.									

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Department of the Air Force Military Sealift Command		Line No. & Item Description Int Command, Control, & Comm (IC3)					Activity Identification MSC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	594.0	594.0	0	0.0	0.0
Total	0	0.0	0.0	0	594.0	594.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>Integrated Command, Control and Communications (IC3) is Military Sealift Commands (MSCs) migration program to integrate systems and business process from deliberate planning through execution in a common operating environment. MSC-IC3 is an extension of the Global Command and Control System (GCCS) infrastructure allowing MSC to reduce redundancy in hardware, software, and communications while maintaining compatibility with Department of Defense (DOD), Department of the Navy (DON), and transformation migration initiatives. MSC-IC3 interfaces with: United States Transportation Commands (USTRANSCOMs), IGC to provide ship schedules, Joint Mobility Command Group (JMCG) to provide information for decision making, and Joint Flow and Analysis System for Transformation (JFAST) for execution and deliberate planning. MSC-IC3 interfaces with joint systems such as the Joint Planning and Execution System (JOPES) operating in GCCS for operations/exercise/contingency requirements. IC3 also provides support for standardized communications and client server infrastructure for data warehouse requirements, standardization, and readiness.</p>									
Mission Benefits									
<p>IC3 supports the readiness and operations of MSC and is MSC's single integration system in support of Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4SIR) for MSC Defense Transportation System (DTS) responsibilities. IC3 tracks all MSC assets for In-Transit Visibility (ITV) and feeds data to IGC in support of Total Asset Visibility (TAV).</p>									
Deliverables									
<p>Automated name search, create prototypes for Movement Reports (MOVEREP) and OILSPILL Parsers, Common Operational Enhancements (COP), creation of domain entity for operational program, integration with JOPES, and automatic area command updates.</p>									
Economic Analysis									
<p>Sustainment Review certified May 2009.</p>									
Impact									
<p>If not funded, MSC would not be able to continue tracking sealift assets and ITV would be halted. Migration to integrate systems and business processes also would be impacted.</p>									
Software									
<p>N/A</p>									

Activity Group Capital Investment Justification  
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Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Int Data Environ/Global Trans Net Converg (IGC)					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	3,425.0	3,425.0	0	0.0	0.0	0	0.0	0.0
C. Software Development	0	990.0	990.0	0	235.0	235.0	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>4,415.0</b>	<b>4,415.0</b>	<b>0</b>	<b>235.0</b>	<b>235.0</b>	<b>0</b>	<b>0.0</b>	<b>0.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
The Integrated Data Environment/Global Transportation Network Convergence (IGC) is DOD's program of record for In-Transit Visibility and as such provides access to common authoritative logistics data and business rules which allows for accurate and timely end-to-end movement information on the status of cargo, personnel, patient passengers, household goods, ports and carriers in the DoD transportation system to include movement on USTRANSCOM commercially contracted carriers to support operations from peace through the spectrum of conflict.									
<b>Mission Benefits</b>									
IGC supports the USTRANSCOM Corporate Services Vision (CSV) as part of the USTRANSCOM enterprise architecture which is transforming existing processes and Information Technology (IT) environment to a more agile and independent way of doing business that enhances the DPO's ability to provide enterprise-wide capabilities to precisely, reliably, and efficiently deliver people, equipment, materiel, and distribution information visibility in support of the warfighter. IGC provides the Enterprise Data Warehouse which will be the foundational data layer to fulfill the vision. IGC is developing Standardized Web Services as part of its SOA architecture to support the AT21 program.									
<b>Deliverables</b>									
FY12: •Sustainment activities which include Defense Information Systems Agency (DISA) capacity services, DISA support for established cross-domain solution, hardware and software maintenance, and all labor support. • Completed seven Sustainment Releases. •Continued implementation of TTN/TTAN capabilities •Achieved Full Operation Capability: Completed technical refresh of Teradata hardware. Completed Continuity of Operation Plan (COOP). Completed Follow-On Test. Obtained full deployment decision -- June 2012. Completed 508 compliance. Sustainment which includes all Defense Information Systems Agency (DISA) environment operating costs, DISA support for established cross-domain solution, all hardware and software maintenance costs, and all labor support required to sustain the program. IGC will complete implementation of TTN capabilities and AV migration spiral 2 into IGC. FY13: Sustainment which includes all Defense Information Systems Agency (DISA) environment operating costs, DISA support for established cross-domain solution, all hardware and software maintenance costs, and all labor support required to sustain the program. IGC will complete implementation of TTN capabilities and AV migration spiral 2 into IGC. FY14: Sustainment costs to operate and maintain the IGC environment at both primary and alternate sites and maintain IGC cross-domain solution. Hardware and software maintenance support from the Enterprise Service Provider to include help desk support, maintenance release, and software/hardware maintenance renewals and all labor support required to sustain the program. In addition, IGC will award a new contract for the follow-on sustainment contract. Complete AV migration spiral 3 into IGC.									
<b>Economic Analysis</b>									
Economic Analysis completed in May 2007. Economic Analysis Update completed Oct 2011.									
<b>Impact</b>									
Degradation to program will result in severe shortcomings in the Defense Transportation System. Jeopardizes "wholesale through retail/factory to foxhole" In-Transit Visibility (ITV) required to provide DoD visibility of materiel across the spectrum of warfare.									
<b>Software</b>									

Activity Group Capital Investment Justification  
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Department of the Air Force Surface Deployment and Distribution Center		Line No. & Item Description Integrated Booking System (IBS)					Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,370.0	2,370.0	0	3,104.0	3,104.0	0	3,120.0	3,120.0
Total	0	2,370.0	2,370.0	0	3,104.0	3,104.0	0	3,120.0	3,120.0
Narrative Justification:									
Description									
<p>The Integrated Booking System (IBS) is the lead execution system of the Defense Transportation System (DTS) for the global shipment of ocean cargo in support of all wars, major contingencies, and humanitarian relief operations where our military forces are deployed as well as sustainment of forces worldwide. The IBS consists of the following modules: Carrier Analysis and Rate Evaluation II (CARE II), Requirements Forecasting and Rate Analysis Module (RF-RAM), Unit, Sustainment, Commercial Sealift Solutions (CSS), Ocean Carrier Interface (OCI), Web Vessel Schedule, electronic Shipper System (eSS), Container Management Module (CMM) and Advanced Transportation Control and Movement Documentation (ATCMD). These modules provide automated tools to: support carrier contract requirement definition, rate and service solicitations and evaluation, capture vessel schedules, book unit and sustainment cargo, produce shipment documentation, provide cargo offering and status information, and produce payment and billing information. Also, track detention costs within the CENTCOM AOR.</p>									
Mission Benefits									
<p>IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command &amp; control and distribution mission by providing automated tools to support rapid, effective and efficient projections of power both at home and abroad. IBS provides end-to-end distribution and visibility of Department of Defense (DOD) cargo from time of request for payment to the ocean carrier for services provided. IBS ensures the most cost effective routing of cargo is utilized while ensuring the war fighter receives his cargo on time and cargo preference laws are met. In addition, IBS provides tools for carrier contract requirement definition, rate and service solicitations and evaluation, capture vessel schedules, book unit and sustainment cargo, produce shipment documentation, provide cargo offering and event status information, and produce payment and billing information. IBS provides high-level data quality edits with instantaneous in-the-clear error messages, and utilizes Electronic Commerce and Electronic Data Interchange (EDI) standards. SDDCs Electronic Transportation Acquisition web portal provides DOD transportation officials with a single sign-on capability to access IBS for their transportation needs.</p>									
Deliverables									
<p>FY12, 13, &amp; 14: Universal Services Contract 7 - Option 1; Regional Domestic Contract 6; Interface with CMOS; Transportation Tracking Number into booking process; Rewrite of CARE HQ and SM application; Web services with Defense Table of Distance; IAVA Updates; Convert Freight Payment System (FPS) payment feed to ED7; Upgrade to Oracle 11G. Capture Rate ID thru the Booking process to Payment for pricing/payment reconciliation; Shipper Preference Enhancement, Interface with CAB for booking information.</p>									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
<p>If not funded, IBS will be unable to support United States Transportation Command's and SDDC's mission to provide efficient and cost effective projection of forces and provide improved end-to-end joint deployment and distribution. Specifically, maintenance, new software development, and independent verification and validation contracts supporting ocean contract management and sealift requirement processing will terminate. Without commercial contract support, IBS will no longer function.</p>									
Software									
Software Release every eight weeks.									



Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Intelligent Road/Rail Information Server (IRRIS)				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	255.0	255.0	0	0.0	0.0	0	246.0	246.0
C. Software Development	0	1,440.0	1,440.0	0	3,115.0	3,115.0	0	1,506.0	1,506.0
<b>Total</b>	<b>0</b>	<b>1,695.0</b>	<b>1,695.0</b>	<b>0</b>	<b>3,115.0</b>	<b>3,115.0</b>	<b>0</b>	<b>1,752.0</b>	<b>1,752.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
The Intelligent Road/Rail Information Server (IRRIS) is a GIS mapping and situational awareness system which provides a single point of interface for spatial ocean/surface movement control and detailed transportation infrastructure information.									
<b>Mission Benefits</b>									
IRRIS provides a single point of interface for worldwide spatial surface movement control, along with the detailed infrastructure information visually displayed supporting rapid deployment. IRRIS mapping engine is an industry standard GIS tool set that supports all Defense and Intelligence content description, cartographic, and data format standards and provides spatial analysis, data analysis and capability interoperability with other DoD systems. IRRIS will become the front spatial presentation piece of the Global Transportation Network of the future, creating an environment to allow key government staff the real time and static information necessary for planning and executing to fulfill their mission.									
<b>Deliverables</b>									
FY12, 13, & 14: Operationalize the Nodal Management and Enhanced Geospatial Information System (GIS) initiatives; Develop the capabilities to provide increased surface movement mission execution visibility of Arms, Ammunition, and Explosives (AA&E) shipments; Provide a GIS based dedicated road network for assigning sensitive shipments to specific routes; Enhance the control of surface shipments and re-routing of shipments in-transit; Provide tools for actively managing surface shipments and the carriers moving these shipments; Develop the ability to map and query current track of a railcar/barge or map and query all current shipment positions and track shipments regardless of conveyance and change of conveyance in-route with Geospatial mapping; Provides enhanced surface movement mission execution throughout the pipeline; Map supplies worldwide; and Visualization of Infrastructure Data Software Upgrade.									
<b>Economic Analysis</b>									
Certified 15 Jun 10.									
<b>Impact</b>									
If not funded, the capability to support current worldwide deployments and natural disasters with the tracking of surface shipments will be significantly degraded. Additionally, Surface Deployment and Distribution Command (SDDC) will be unable to realize improvements in efficiencies and elimination of voids to the Department of Defense (DOD) emergency response process in accordance with DOD Distribution and Strategic Plan.									
<b>Software</b>									
Not Applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Joint Flow & Analysis Sys for Trans (JFAST)				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,743.0	2,743.0	0	3,727.0	3,727.0	0	0.0	0.0
Total	0	2,743.0	2,743.0	0	3,727.0	3,727.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>JFAST is a stand-alone application used to quickly analyze transportation flows to provide a number of relevant outputs (time in theater, sustainment required, alternate route impacts, etc.). This information is vitally important to Combatant Commands that make critical decisions about deployment operations and future movements to efficiently and effectively phase military operations. JFAST assesses and reassesses in real-time, the transportation feasibility of unmoved deployment assets during execution based on available resources. The JFAST Modernization effort is envisioned as two increments. Increment II consists of making the program web accessible, the start of migrating unsupported code to vendor-supported software, and addressing new requirements/enhancements. Using the framework established by Increment II, Increment III will include a system redesign to support Corporate Services Vision (CSV) requirements, completion of remaining code conversion, produce a fully web enabled application, and address additional new requirements/enhancements.</p>									
Mission Benefits									
<p>Anticipated benefits include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Enhance planning support for Agile Transportation for the 21st Century (AT21) requirements; <input type="checkbox"/></li> <li>• Modernized, Multi-Mode Scheduler; <input type="checkbox"/></li> <li>• Better collaboration as everyone will be using the same version of the program; <input type="checkbox"/></li> <li>• Continued vendor support of the underlying software (.NET) Framework; and <input type="checkbox"/></li> <li>• Improved scenario run times and user experience with the program.</li> </ul>									
Deliverables									
<ul style="list-style-type: none"> <li>•(FY12-13) Make JFAST web accessible. This will allow Combatant Commands (COCOMs) to use JFAST over the web and standardize the version of software being used. <input type="checkbox"/></li> <li>•(FY13-14) Begin code migration from Visual FoxPro, to .NET Framework. This is necessary as vendor support for Visual FoxPro is ceasing. <input type="checkbox"/></li> <li>•(FY13-14) New Development in the following areas: Logging; Exception Handling and Error Messaging; Informational Messaging, System and Application Configuration; Application Globalization and Localization; Data Journalizing; and a Modern Scheduler.</li> </ul>									
Economic Analysis									
JFAST Modernization Increment II Economic Analysis, completed 2 April 2012.									
Impact									
Without JFAST Modernization, continuation of JFAST as a viable system is in jeopardy, due to anticipated cessation of support in FY15 for the current language, VisualFoxPro, by the vendor, Microsoft. JFAST Modernization Increment II will begin code migration from Visual FoxPro, to .NET Framework.									
Software									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Local Area Network (USTRANSCOM LAN)					Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	4,122.0	4,122.0	0	5,767.0	5,767.0	0	10,896.0	10,896.0
C. Software Development	0	1,827.0	1,827.0	0	2,103.0	2,103.0	0	1,391.0	1,391.0
<b>Total</b>	<b>0</b>	<b>5,949.0</b>	<b>5,949.0</b>	<b>0</b>	<b>7,870.0</b>	<b>7,870.0</b>	<b>0</b>	<b>12,287.0</b>	<b>12,287.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>The USTRANSCOM Local Area Network (LAN) is a critical system supporting the Command and Control (C2) communications of the USTRANSCOM Commander and his staff. It is comprised of ~ 5000 distinct personal computers, numerous servers and routers, a multitude of switches, and the hardware and software infrastructure comprising the classified and unclassified LANs at the USTRANSCOM command site on Scott AFB, IL. This program supports the following activities: Upgrade of network infrastructure to support increasing bandwidth, service, systems and reliability requirements. Server upgrades, network router and switch upgrades, cable installation, network component upgrades, and wide area network connectivity with component commands. Upgrade of standard server Commercial-off-the-Shelf (COTS) products. Provides worldwide Joint Deployment and Distribution Environment (JDDE) theater-centric Command, Control, Communications and Computers (C4) infrastructure baseline assessments, engineering and documentation. Provides hardware and system installation support. Provides studio and portable Video Teleconferencing (VTC) technical upgrade support. Provides Audio Visual (AV) presentation system technical upgrade support. Full Operating Capability (FOC) is dependent upon supported JDDE requirements.</p>									
<b>Mission Benefits</b>									
<p>The USTRANSCOM networks are comprised of classified and unclassified Local Area Network (LAN) segments and Wide Area Network (WAN) connectivity with transportation component commands (TCCs). LAN improvements are designed to support increasing performance and bandwidth.</p>									
<b>Deliverables</b>									
<p>FY12 provided improved network security through upgraded network analysis tools and equipment, enhanced AV/VTC capability, wireless intrusion detection, VOIP telephone transformation in addition to the scheduled refresh of switches and other network equipment. FY13-14 years include historical estimates and technical planning for expected hardware refreshes and upgrades.</p>									
<b>Economic Analysis</b>									
<p>Life Cycle Cost Estimate (LCCE) certified March 2007.</p>									
<b>Impact</b>									
<p>The interruption of capabilities would lead to rapid degradation of Command and Control for all aspects of the JDDE. Gaps in reporting data would immediately affect the Commanders decision cycle, crippling the ability of USTRANSCOM to accomplish its mission of managing Department of Defense transportation assets.</p>									
<b>Software</b>									
<p>N/A</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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 (Dollars in Thousands)

Department of the Air Force Air Mobility Command		Line No. & Item Description Mission Index Flying (MIF)					Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,867.0	1,867.0	0	1,421.0	1,421.0	0	0.0	0.0
Total	0	1,867.0	1,867.0	0	1,421.0	1,421.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The Mission Index Flying (MIF) is a cost index optimization software that will allow aircraft operators to minimize operating costs without using on board flight management system. It allows for in-flight changes to compute best vertical profile, speed and power settings to minimize fuel burn rates. Phase two is the MIF Advanced Computer Flight Plan (ACFP) which will take all of the proprietary algorithms available in the MIF system and make them available to the flight planning system, ACFP. This will allow for four dimensional optimized flight plans that will exactly match the in-flight MIF capabilities the aircraft will possess, resulting in even greater savings.</p>									
Mission Benefits									
<p>MIF will allow C-17 and C-5 aircrews to make in-flight adjustments to optimize fuel consumption as well as other flying cost objectives. Pilots will be able to enter data into MIF which will then indicate flying parameters (speed and altitude) to most economically achieve these objectives. Parameters include optimal mach numbers, altitude, and descent profiles within safe operating thresholds. MIF helps aircrew fly within optimal parameters, yet is flexible enough to allow aircrew to make necessary adjustments to enable mission success. The MIF-Overlay will enable flight plans to integrate using existing flight planning system such as ACFP and will enable earlier fuel consumption optimization during the planning phases prior to execution. This will enable better utilization of planned data enhancing cost savings.</p>									
Deliverables									
<p>FY12: Acquire license for COTS MIF planning algorithm and integration; C-5M licenses. FY13: Continuation of Overlay Integration effort.</p>									
Economic Analysis									
<p>In a Business Case Analysis performed by USAF FM Center of Excellence, 1 Oct 2009, it was determined that implementation of MIF results in an ROI of 1936.2% (based on jet fuel @ \$2.13/gal, present price \$2.78/gal) with payback occurring in the first year of implementation.</p>									
Impact									
<p>If MIF/MIF Overlay is not funded, will not be able to improve optimization of fuel usage during the planning and execution phases for AMC airlift and continue to burn excess fuel on missions.</p>									
Software									
<p>MIF Software.</p>									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Mobility Air Force Operations Decision Support System				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	3,025.0	3,025.0	0	0.0	0.0
Total	0	0.0	0.0	0	3,025.0	3,025.0	0	0.0	0.0
Narrative Justification:									
Description									
Air Mobility Command (AMC) lacks the ability to easily and quickly access and collate data from numerous sources and fuse it into complete, accurate, easy-to-comprehend information products to enhance the command's decision-making processes. Currently, command directorates access approximately 50-75K data elements from some 77 different sources, and extraction and collation from this span of systems is done either by hand, or by writing computer code to serve a specific information need or customer. The Mobility Air Force Operations Decision Support System (MODSS) will provide an automated means to integrate data from these systems, thus improving AMC's ability to quickly generate fact-based, decision quality information. It will integrate data into a single, enterprise-wide, accessible, authoritative source to include a historical data repository for trend/predictive analysis to support HQ/AMC leadership and staff, 18 Air Force (AF), 618 Air Operations Center (AOC) Tanker Airlift Control Center (TACC), Air Mobility Division (AMD), Mobility Air Force (MAF) units and external users across the command at all echelons both horizontally and vertically to support analysis, modeling, and fact based decision making while also facilitating information sharing between AMC and USTRANSCOM.									
Mission Benefits									
MODSS will be designed to achieve the following objectives/benefits and high-level requirements: (1) Provide decision makers clear indicators of performance, (2) Enable faster and fact-based decision making, (3) Correlate data from multiple sources for decision making, (4) Provide analytical depth and breadth of data analysis, (5) Enable efficient collection and distribution of vital data and statistics, and (6) Reduce time required to conduct analysis allowing personnel to perform their duties and tasks within the established time frame.									
Deliverables									
FY13: MODSS will be developed using a spiral development process. A new spiral would be initiated every year and is projected to incorporate data from six to ten new sources depending on prioritization of need and system complexity. FY14: None as MODSS will be sustained with IT Operating funds.									
Economic Analysis									
Business Case Analysis (BCA) completed August 2011.									
Impact									
Impact would be a continued duplicate of manpower and IT resources due to duplicative, labor-intensive data collection, as well as limited, less responsive analysis and reporting capability to facilitate decision makers in the identification of emerging trends to support the warfighter in an ever changing environment.									
Software									
Projected software requirements include: ARCANA, COGNOS, Microstrategy, Microsoft Developers Network (MSDN), Palisade, Redgate, Statistical Analysis System (SAS), and Symantec.									

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Department of the Air Force Air Mobility Command			Line No. & Item Description Mobility Air Forces Flight Planning Service				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	20,789.0	20,789.0	0	21,183.0	21,183.0
Total	0	0.0	0.0	0	20,789.0	20,789.0	0	21,183.0	21,183.0
Narrative Justification:									
Description									
Description: Mobility Air Force Flight Planning Service (MAFPS) replaces the existing Mobility Air Force (MAF) flight planning system Advanced Computer Flight Plan (ACFP), which has lost pace with the technical and operational environments. ACFP was directed to stop development in 2003 pending Joint Mission Planning System (JMPS) fielding of a mission planning system to include Tanker/ Airlift/ Special Mission (TASM) flight planning functionality. Cancellation of TASM module from the greater JMPS program has driven an immediate need to find the best solution for a maintainable MAF flight planning system to include applicable Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities (DOTMLPF) attributes. Current MAF flight planning activities are inefficient, ineffective, and labor intensive. This impairs or prohibits the MAF use of modernized international civilian airspace and air traffic control systems which provide fuel efficiencies and mission velocity.									
Mission Benefits									
Mission Benefits: MAFPS benefits are: Incorporates new airspace designs and preferred/required routing referential data automatically. Provides future capability to allow MAF missions to continue flying above Flight Level (FL)250 in US, North Atlantic and European airspace beginning as early as FY15. Performs flight planning calculations for all AMC aircraft and missions as well as provide reporting and interface/displays and import referential and temporal data required to create flight plans. Benefits the Joint Deployment and Distribution Enterprise (JDDE) Joint Capability Area (JCA) attributes of Reliability, Velocity, Precision, Economy and Capacity.									
Deliverables									
Deliverables: FY13: Contract award is planned for early FY13, followed by engineering, planning, system analysis, and design to include a System Requirements Review and Preliminary Design Review. FY14: Efforts will focus on software development and system integration to include a Critical Design Review and early look at developmental testing.									
Economic Analysis									
Economic Analysis: Preliminary Economic Analysis (EA) completed August 2011. Business Case Analysis (BCA) is being reworked.									
Impact									
Impact: If not funded, the costs to operate MAF missions will increase as airspace routes become unavailable or less advantageous due to declining competitiveness of AMC flight planning system vice current and emerging commercial flight planning systems. AMC will be unable to access preferred air space routes.									
Software									
Software: Awaiting decision for purchase and integration of software to be used.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Objective Wing Command Post (OWCP)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,007.0	1,007.0	0	1,091.0	1,091.0	0	1,133.0	1,133.0
Total	0	1,007.0	1,007.0	0	1,091.0	1,091.0	0	1,133.0	1,133.0
Narrative Justification:									
Description									
The Objective Wing Command Post (OWCP) is an umbrella program providing modernization and standardization of Air Mobility Command (AMC) Command Posts and Air Mobility Control Centers (AMCCs) by installing the Air Mobility Advanced Console System (AMACS) and digital recorders.									
Mission Benefits									
The OWCP includes two-sub programs: the AMACS is the management/mission monitoring, maintenance coordination, and operational reporting in support of the AMC Global Reach Mission. The Closed Circuit Flightline Video (CCFV) is a surveillance system, with recording capability, to monitor flightline activities and provide security for loading of aircraft, and surveillance security while parked.									
Deliverables									
FY12: Upgrade hardware at AMC enroute AMCC location at Kadena, Japan and Hickam. FY13: Purchase and install hardware equipment to support Command Post systems at Elemendorf to provide continued operations for missions. FY14: Purchase and install hardware equipment to support Command Post systems at AMC enroute missions.									
Economic Analysis									
Economic Analysis completed April 2009.									
Impact									
CFV and AMACS equipment would not be installed.									
Software									
Not Applicable.									

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Global C4S Coordination Center				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	113.0	113.0	0	0.0	0.0	0	0.0	0.0
Total	0	113.0	113.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
This program encompasses cyberspace operations defense capabilities providing people, operations, and technology that protect and defend USTRANSCOM information and information systems by ensuring their availability, integrity, authentication, confidentiality and non-repudiation. The program is aligned with the Deputy Assistant Secretary of Defense for Cyber Identity and Information Assurance (CIIA) Strategy.									
Mission Benefits									
Establish effective indications and warning (I&A) of potential or ongoing attacks against the enterprise. Develop and deploy an IA User Defined Operational picture (UDOP). Conduct near real time and integrated IA and Network Operations (NETOPS) decision making across the enterprise. Harmonize NETOPS, defensive Information Operations (IO), Computer Network Attack (CNA), Computer Network Exploitation (CNE) and Computer Network Defense (CND) policies, doctrine, relationships, and operations.									
Deliverables									
FY12: 24/7 customer centric monitoring of operations and services supporting USTRANSCOM's DPO mission, UDOP which provided situational awareness to USTRANSCOM Deployment and Distribution Operations Center and cyber senior leadership, and 24/7 network operations coordination, incident response, and threat analysis. FY13-FY14: Operationalize a UDOP which presents a cohesive, near real-time enterprise-wide view of Command, Control, Communications and Computer Systems (C4S) capabilities and infrastructure supporting the Joint Deployment and Distribution Enterprise (JDDE) that will ensure the JDDE decision maker has the most current information.									
Economic Analysis									
Life Cycle Cost Estimate received August 2007.									
Impact									
The USTRANSCOM Global C4S Coordination Center (GCCC) will not have situational awareness of the service levels and availability of selected automated Defense Transportation Systems (DTS) that are critical for USTRANSCOM to execute its operational mission.									
Software									
No license fees apply									



Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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Department of the Air Force Air Mobility Command			Line No. & Item Description System Integration				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	9,542.0	9,542.0	0	10,125.0	10,125.0	0	10,479.0	10,479.0
Total	0	9,542.0	9,542.0	0	10,125.0	10,125.0	0	10,479.0	10,479.0
Narrative Justification:									
Description									
<p>Description: System Integration is a programmatic funding line to provide funds for Headquarters Air Mobility Command/Communication's Directorate (HQ AMC/A6's) architecture and integration support to global AMC Command, Control, Communications and Computer (C4) systems. These efforts guide future enterprise systems development and ensure interoperability with the Defense Transportation Systems (DTS), Air Force and Department of Defense (DoD) systems enhancing the Joint Deployment and Distribution Enterprise (JDDE). Provides the engineering and design of net-centric solutions that conform to DoD guidance; funds the development and maintenance of operational, systems, and technical architecture views at the enterprise, system, and process levels. Provides the analysis, design and development of the AMC corporate data and service, including the Mobility Enterprise Information System (MEIS), which insures data quality, exposes data in the form of services, and enables rapid application development using Rich Internet Applications (RIA) for work-centered business tools, standardization, as well as interface management. This includes AMC Command and Control (C2) system interfaces with Integrated Data Environment/Global Transportation Network (IGC) and Theater Battle Management Core Systems (TBMCS). Key data integration tools include the data dictionary, data models, business rules, and the Interface Design Document (IDD) manager. This enables the Command's data quality and metrics program that supports the 618th Air and Space Operations Center (Tanker and Airlift Control Center (TACC) and Intransit/Visibility (ITV) fusion cell. Provides architecture planning efforts, such as analysis of enterprise requirements, C2 modeling and simulation, and transition of future technologies into AMC C2 systems.</p>									
Mission Benefits									
<p>Systems Integration program enables AMC to meet the DoD mandated net-centric and interoperability key performance parameters and architecture-related mandated to architecture-related mandates for the Clinger-Cohen Act of 1996. Provides enterprise-level plans and architecture to HQ AMC C2 and ITV systems allowing for cost avoidance through integrated and standardized practices. It provides better system interfaces and system design, bringing more accurate and timely data to decision makers across HQ AMC, AF, DoD, and other federal agencies. This allows for better management of resources (e.g., aircrews, aircraft, airspace) to maximize the movement of cargo and personnel.</p>									
Deliverables									
<p>FY12: Continue implementing USTRANSCOM Corporate Services Vision (CSV). Produce architecture and data to support version and document updates and DIACAP documents for AMC C2/ITV/business systems. Update MAF C2 enclave infrastructure modernization plan and design next generation MEIS architecture. Continue working data and architecture issues for fuel efficiency initiatives. FY13: Complete transitions of key point-to-point interfaces to services. Produce Mobility Air Force (MAF) C2 infrastructure modernization plan. Produce architecture and data to support version updates and DIACAP documents. Field next generation MEIS. Continue working data and architectural issues for fuel efficiency initiatives. FY14: Produce architecture and data to support version and document updates and DoD Information Assurance Certification and Accreditation Process (DIACAP) documents for AMC C2 and ITV business systems. Update MAF C2 enclave infrastructure modernization plan. Evolve MEIS architecture to include analytical services and support. Deliver strategic roadmaps for data, infrastructure and capability assurance for AMC operations. Deliver infrastructure to support DMR, GAM and GAS projects and enterprise application development. Complete Phase 3 of the Distribution Process Owner Secure Enclave (DSE) reengineering and migration. Deliver data, architecture designs and services for fuel efficiency initiatives. Design and prototype technologies to support mobile/rich internet applications.</p>									
Economic Analysis									
Economic Analysis: Estimated certification is 2012.									
Impact									
<p>Non-integrated systems would deliver inaccurate and untimely information on the airlift missions, jeopardizing communications for theater. HQ AMC risks not being interoperable with other Major Commands (MAJCOMS) in both the AF &amp; DoD Data Standardization and Migration Programs. There would be no single roadmap for C2 integrating systems such as Global Decision Support System (GDSS), Consolidated Air Mobility Planning System (CAMPS), Advanced Computer Flight Plan (ACFP), &amp; Global Air Transportation Execution System (GATES). Current C2 System deficiencies, such as data corruption &amp; lack of interoperability would remain.</p>									
Software									
Not Applicable.									

Activity Group Capital Investment Justification  
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Security Engineering				Activity Identification Command Staff		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,012.0	1,012.0	0	2,234.0	2,234.0	0	2,461.0	2,461.0
Total	0	1,012.0	1,012.0	0	2,234.0	2,234.0	0	2,461.0	2,461.0
Narrative Justification:									
Description									
This program encompasses cyberspace operations defense capabilities providing people, operations, and technology that protect and defend USTRANSCOM information and information systems by ensuring their availability, integrity, authentication, confidentiality and non-repudiation. The program is aligned with the Deputy Assistant Secretary of Defense for Cyber Identity and Information Assurance (CIIA) Strategy.									
Mission Benefits									
Ensure that IA is integrated and sustained throughout the lifecycle of all DOD programs. Improve the quality of strategic decision making and net-centric IA governance. Expedite the development and delivery of dynamic IA capabilities through innovation. Enable efficient information sharing and collaboration across traditional boundaries.									
Deliverables									
FY12 deliverables include technical solutions and security architecture engineering for the DSE, malware analysis technical engineering support, and Computer Network Defense Service Provider (CNDSP) support. FY13-FY14: Security engineering support for development of enterprise security standards; deployment of new security capabilities; security evaluations of systems/applications; and program development.									
Economic Analysis									
Life Cycle Cost Estimate (LCCE) received August 2007.									
Impact									
Failure to provide and improve network security architectures increases the vulnerability of United States Transportation Command (USTRANSCOM) and Transportation Component Command mission systems to electronic attack resulting in the loss of critical command and control functions.									
Software									
No license fees apply									

Activity Group Capital Investment Justification  
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 Transportation Working Capital Fund (TWCF)

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Fund 9B  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Wing Local Area Network (LAN)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	4,641.0	4,641.0	0	5,306.0	5,306.0	0	3,366.0	3,366.0
Total	0	4,641.0	4,641.0	0	5,306.0	5,306.0	0	3,366.0	3,366.0
Narrative Justification:									
Description									
The Wing Local Area Network (Wing LAN) is Headquarters Air Mobility Command's (HQ AMC) comprehensive plan to implement Local Area Network (LAN) used to access Command and Control (C2) systems including Transportation Working Capital Funds (TWCF) facilities and enroutes. Command-wide hardware includes; intra-building infrastructure and cabling, routers, bridges, repeaters, servers, and technical training, no Personal Computers (PCs).									
Mission Benefits									
Wing LAN provides access to C2 systems, other hosts, and other systems. It builds an enhanced, robusts standardized, and reliable command-wide network capability throughout all HQ AMC bases to support implementation of the Department of Defense (DoD), United States Transportation Command (USTRANSCOM), and Air Force (AF) downward directed systems like Defense Message System (DMS), and Global Decision Support System (GDSS). The Combat Information Transport System (CITS) and Cyber Infrastructure Planning System (CIPS) are the tools of record for submission and validation of all AMC requirements. This includes intra-building networking infrastructure, servers/gateways, file servers, communications servers, initial technical training, installation, and installation support for unclassified, classified and Radio Frequency (RF) LAN connectivity. This program constantly reassesses the needs of the warfighter and obtains the necessary LAN infrastructure required to sustain current capabilities and implement new C2 systems. Wing LAN also constructs the common platform to improve collection, retrieval, creation, sharing, and reporting data electronically. It discourages units from piecing together LANs which result in disparate, non-standard systems to support the HQ AMC airlift mission.									
Deliverables									
FY12: Validate requirements needed to sustain capability at AMC bases, provide upgrades where needed within buildings, including Internet Protocol Version 6 (IPv6) capable equipment to increase AMC's velocity and capacity to deliver core capabilities;. FY13: Validate requirements needed to implement Local and Wide-Area Networks (LAN/WAN) components for AMC bases and enroutes. Provide secure and non-secure data/voice/video infrastructure upgrades where needed within buildings (including Internet Protocol v6 capable equipment). Extend and implement Voice over Internet Protocol (VoIP) solution to AMC bases. Provide network infrastructure capabilities and technology refresh for capability sustainment. FY14: Continue to validate requirements to provide hardware upgrades to intra-building infrastructure.									
Economic Analysis									
Economic analysis completed April 2009.									
Impact									
The Wing LAN program provides access to many vital information systems and services. Without it, users cannot access electronic mail, worldwide web file sharing, C2IPS, GCSS, DMS, and base level data processing applications.									
Software									
Not Applicable.									

Activity Group Capital Investment Justification  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Minor Construction-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	4,398.0	4,398.0	0	9,000.0	9,000.0	0	9,000.0	9,000.0
Total	0	4,398.0	4,398.0	0	9,000.0	9,000.0	0	9,000.0	9,000.0
Narrative Justification:									
Description									
Description: Minor Construction (MC), funds all minor construction work to rebuild new facilities or construct additions to existing facilities that qualify for Transportation Working Capital Funds (TWCF).									
Mission Benefits									
Mission Benefits: The Headquarters Air Mobility Command (HQ AMC) TWCF investment strategy is in line with the Department of Defense (DoD) Transportation Vision for the Twenty-First Century. It's intent is to ensure sustainability and quality of life. One of the guiding principles requires us to invest in transportation programs, systems, and enhancements that support mobility requirements, assets visibility, and efficient transportation operations.									
Deliverables									
Deliverables: MC Attachment provides projects listed by year.									
Economic Analysis									
Economic Analysis: EA to be done by projects.									
Impact									
Impact: Funding cuts will impact our ability to support critical HQ AMC, 515 Air Mobility Operations Wing (AMOW), and 521 AMOW requirements to enhance or improve mobility operations and provide adequate force protection through the construction of new facilities and additions in the Continental United States (CONUS) and en-route infrastructure. Reductions to this program will have a negative impact on our ability to provide seamless airlift from point of origin to destination, to provide quality customer service, and to bring our existing facilities up to HQ AMC and Air Force standards. Many TWCF facilities are old, inadequate facilities, far from meeting acceptable standards, especially at our en-route locations. Pavement requirements continue to grow for both new parking/loading/refueling areas and required improvements on deteriorating pavement resulting from heavy airlift use. Unfunded pavement requirements will result in limitations on AMC's ability to deliver passengers and cargo anywhere in the world. Passengers, troops, and valuable cargo and equipment will remain inadequately protected from terrorist threats. A multi-million dollar Mechanized Handling Equipment (MHE) and Aerospace Ground Equipment (AGE) inventory will continue to be exposed to the elements causing the expected life span of this high priced equipment (including our costly flagship 60K Tunner loaders) to rapidly deteriorate and will remain inadequately protected from terrorist threats.									
Software									
Software: Not Applicable									

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

PROJECT CATEGORY	QTY	FY12	QTY	FY13	QTY	FY14
Minor Construction (Atch) - AMC						
FY14 PB						
A/C Ground Equip (AGE) Storage	1	347.0	0	.0	1	725.0
Aerial Delivery System Facility	0	.0	0	.0	0	.0
Aircraft Support Equip Storage Yards	1	307.0	0	.0	0	.0
Airfield Flood Lighting	0	.0	0	.0	1	675.0
Air Freight Terminals	3	1,362.0	1	600.0	2	1,300.0
Air Passenger Terminal	0	.0	0	.0	3	2,250.0
Air Frt/Pax Terminals	0	.0	0	.0	1	675.0
Aircraft Maint Control Office	0	0	0	.0	0	0
Apron Parking	0	0	0	.0	0	.0
Blast Deflectors	0	.0	0	.0	0	.0
Command Posts	0	.0	0	.0	0	.0
Covered MHE Storage	0	.0	0	.0	0	.0
Cryogenics Facilities	0	.0	0	.0	0	.0
Engine Maintenance	0	.0	0	.0	1	400.0
Fleet Services	0	.0	0	.0	0	.0
Warehouse Storage	1	416.0	0	.0	0	.0
Forward Supply Locations	0	.0	0	.0	0	.0
Fuel Hydrants	0	.0	0	.0	0	.0
General Purpose Maint Shops	3	950.0	0	.0	0	.0
Large Aircraft Maint Dock	0	.0	0	.0	0	.0
Maintenance Hangars	1	367.0	3	1,700.0	1	700.0
Pad Aircraft Wash Rack	0	.0	0	.0	0	.0
Open Storage, Air Freight	0	.0	2	900.0	0	.0
Organizational Maint Shops	0	.0	0	.0	0	.0
Rate Fluctuations/Change Orders/Design	50	650.0	70	1,200.0	76	1,655.0
TCJ8 Withhold	0	.0	0	4,600.0	0	.0
Staging/Storage Yards	0	.0	0	.0	1	620.0
Squadron Operations	0	.0	0	.0	0	.0
Test Cells	0	.0	0	.0	0	.0
Vehicle Maintenance Shops	0	.0	0	.0	0	.0
Water Fire Pump Station	0	.0	0	.0	0	.0
Weighing Scale	0	.0	0	.0	0	.0
<b>TOTAL</b>		<b>4,399.0</b>		<b>9,000.0</b>		<b>9,000.0</b>

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Department of the Air Force Defense Courier Division			Line No. & Item Description Minor Construction-DCD				Activity Identification DCD		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	0.0	0.0	0	300.0	300.0	0	300.0	300.0
Total	0	0.0	0.0	0	300.0	300.0	0	300.0	300.0
Narrative Justification:									
Description									
Defense Courier Station(s) (DCS) - Sensitive Compartmented Information Facility (SCIF) and security system upgrade as deemed necessary by DIA and during building renovations.									
Mission Benefits									
Every courier station must maintain a Sensitive Compartmented Information Facility (SCIF) accredited by Defense Intelligence Agency (DIA). Construction must be in compliance with Director of Central Intelligence Directive (DCID) 6/9. If facilities are found in non-compliance during DIA inspections, immediate repairs are required.									
Deliverables									
FY 12 - No emergency upgrades required at any of the 18 DCS separate operating locations. FY13 - \$300K emergency security upgrades required at any of the 18 Defense Courier Division separate operating locations. FY14 - \$300K emergency security upgrades required at any of the 18 Defense Courier Division separate operating locations.									
Economic Analysis									
N/A									
Impact									
Stations will lose their accreditation and be required to relocate to a different SCIF that is accredited									
Software									

Fund 9B  
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Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
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Exhibit Fund - 9B Activity Group Capital Investment Justification  
Minor Construction (Atch) - DCD

Project Category	QTY	FY11	QTY	FY12	QTY	FY13
Minor Construction - Emergency Security Upgrades to SCIFs-Emergency Security	0	0	1	300	1	300
Total	0	0	1	300	1	300

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
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 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2012			FY2013			FY2014		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	2,100.0	2,100.0	0	2,100.0	2,100.0	0	1,600.0	1,600.0
Total	0	2,100.0	2,100.0	0	2,100.0	2,100.0	0	1,600.0	1,600.0
Narrative Justification:									
Description									
Most Surface Deployment and Distribution Command (SDDC) Minor Construction projects are currently scheduled for Military Ocean Terminal Sunny Point (MOTSU). MOTSU is the premier Department of Defense ammunition terminal and is considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commanders around the world. It is relied upon to maintain a high OPTEMPO consisting of ammunition resupply missions pre-position operations, and Foreign Military Sales operations.									
Mission Benefits									
Deliverables									
FY12:									
Improvements to Bldg. 7 (\$600K) - Provides improvements to Bldg 7 that are considered beyond the scope of repair;									
Addition to Bldg. 4 (\$750K) - Bldg. 4 is the DPW Administrative and Maintenance Shop. The \$750K represents the capital improvement portion of the project and provides an addition to consolidate the custodial staff under one roof.;									
Construct Equipment Shelter (vicinity South Wharf Hardstand) (\$750) - Due to heavy computerization of on-board systems, modern container handling equipment has become extremely complex. It is imperative to provide some level of protection to our equipment in an effort to minimize maintenance and repair costs throughout the lifecycle of our systems. This project will provide a covered facility at remote location on MOTSU to allow for pre-positioning of critical mission support equipment, at the point-of-use, in direct support of the MOTSU mission.									
FY13:									
596th Consolidate AT/FP Parking and Construct Connector Road (\$725) - Consolidated several individual parking lots to increase stand-off. As determined in UFC 4-010-01, Table B-1, the minimum parking standoff required for an inhabited building (33 ft.). Also constructs a connector road from Brunswick Rd to the ILA Maintenance Facility on the South Perimeter Rd.									
Install water loop down range (\$650) - Installs water lines to connect laterals. Improves water pressure and fire fighting capability. Allows isolation of areas without shutting off water to everything downstream ;									
Relocate Contractors Row (\$725) - Relocates "Contractors Row" to the South Perimeter Rd. adjacent to the ILA Maintenance Facility									
FY14:									
Utility Monitoring and Control System (UMCS) for Various Facilities (\$600.00) - Projects provides direct digital controls (DDC) for facility lighting, heating, and air conditioning systems. ;									
Addition to Post 2 (\$250.00) - Project constructs a restroom addition to the Post 2 Guard Facility and includes a back-up "Pit" area. Project includes construction of a septic system to support the restroom requirement;									
Construct Equipment Shelter (vicinity Reclaim Yard) (\$750.00) - Due to heavy computerization of on-board systems, modern container handling equipment has become extremely complex. It is imperative to provide some level of protection to our equipment in an effort to minimize maintenance and repair costs throughout the lifecycle of our systems. This project will provide a covered facility at remote location on MOTSU to allow for pre-positioning of critical mission support equipment, at the point-of-use, in direct support of the MOTSU mission.									
Economic Analysis									
Impact									
Projects ensure continuous operations and support for the terminals important warfighting mission.									
Software									
Not Applicable									



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Date: February 2012	FY11	FY12	FY13
Minor Construction is as follows:			
FY11 (Over \$250K)			
Dayroom Addition to Fire Station #1	\$685		
Minor Construction at 833rd	\$589		
Minor Construction at 597th	\$726		
FY12 (Over \$250K)			
Construc Env & Nat Res Shed		\$350	
Locomotive Wash Rack		\$750	
Forklift Storage at TA-1		\$250	
Construct Equipment Shelter ( <i>South Wharf Hardstand</i> )		\$750	
FY13 (Over \$250K)			
Consolidate Parking AT/FP & Construct Connector Road			\$725
Improvements to Bldg. 7			\$575
Install Water Loops Down Range			\$375
Relocate Contractors Row			\$425
<b>TOTALS</b>	<b>\$2,000</b>	<b>\$2,100</b>	<b>\$2,100</b>

Fund 9C  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
12	A. Equipment	3.6	(2.6)	1.0	1.0	0.0	<b>Actual costs lower than</b>
12	Equipment-AMC	2.4	(2.4)	0.0	0.0	0.0	Funds unexecuted due to contracting constraints
12	Equipment-SDDC	1.2	(0.2)	1.0	1.0	0.0	Actual costs lower than expected
12	B. ADPE/Telecomm	34.2	2.3	36.5	36.5	0.0	
12	Corporate Data Solution (CDS)	0.0	0.4	0.4	0.4	0.0	Reprogram from CDS SW
12	Infostructure	16.3	0.9	17.2	17.2	0.0	Reprogram \$.8M to Autostrad HW; Reprogram \$.2M to Infostructure SW; Reprogram \$.1M from IISTC LAN & IA
12	Int Data Environ/Global Trans Net Converg (IGC)	0.0	3.4	3.4	3.4	0.0	Reprogram \$.25M from Infostructure SW; \$.9M from IC3 SW; \$.5 from Logbook SW; \$.6M FY12 carryover funds
12	Local Area Network (USTRANSCOM LAN)	6.3	(2.2)	4.1	4.1	0.0	Reprogram \$1.7M to Infostructure HW; Remaining funds unexecuted due to contracting constraints
12	Global Decision Support System (GDSS)	2.5	(0.2)	2.3	2.3	0.0	Funds unexecuted due to contracting constraints
12	Objective Wing Command Post (OWCP)	1.1	(0.1)	1.0	1.0	0.0	Funds unexecuted due to contracting constraints
12	Wing Local Area Network (LAN)	5.2	(0.6)	4.6	4.6	0.0	Funds unexecuted due to contracting constraints
12	Automated Transportation Data (AUTOSTRAD)	1.0	0.8	1.7	1.7	0.0	Reprogram \$.8M from Infostructure
12	Intelligent Road/Rail Information Server (IRRIS)	0.3	(0.0)	0.3	0.3	0.0	
12	Global Surface Distribution Management (GSDM)	1.6	(0.1)	1.5	1.5	0.0	Funds unexecuted due to contracting constraints
12	C. Software Development	120.0	(20.3)	99.7	99.7	0.0	
12	Agile Trans for the 21st Century (AT21)	14.0	(3.1)	10.9	10.9	0.0	FY12 Carryover \$.3M; Remaining funds unexecuted due to contracting constraints.
12	Analysis of Mobility Platform (AMP)	2.1	(0.4)	1.7	1.7	0.0	FY12 Carryover
12	Corporate Data Solution (CDS)	9.1	(2.4)	6.7	6.7	0.0	Reprogram \$.4M to CDS HW; Reprogram \$1.2M to various programs; Funds of \$.8M unexecuted due to contracting constraints

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9C  
 (Dollars in Millions)

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
12	Information Assurance (IA)/Information Protection (IP) Operations	0.2	0.0	0.2	0.2	0.0	
12	Defense Enterprise Acct & Mgmt System (DEAMS)	5.5	(1.9)	3.6	3.6	0.0	FY12 Carryover Funds
12	Defense Personal Property System (DPS)	5.6	(1.7)	3.9	3.9	0.0	Funds unexecuted due to contracting constraints
12	Infostructure	5.2	(3.1)	2.1	2.1	0.0	Reprogram \$2.5M to IGC HW;Reprogram \$2.4M from various programs
12	Int Data Environ/Global Trans Net Converg (IGC)	1.4	(0.4)	1.0	1.0	0.0	Funds unexecuted due to contracting constraints
12	Joint Flow & Analysis Sys for Trans (JFAST)	1.0	1.7	2.7	2.7	0.0	Remaining funds were unexecuted due to contracting constraints;Reprogram \$2.3M from MIF SW and \$.5M from GATES SW
12	Local Area Network (USTRANSCOM LAN)	2.2	(0.4)	1.8	1.8	0.0	FY12 Carryover
12	Logbook	0.6	(0.6)	0.0	0.0	0.0	Reprogram \$.5M to IGC HW; \$.1M to various programs
12	Single Mobility System (SMS)	1.3	(1.3)	0.0	0.0	0.0	Reprogram \$.2M to Infostructure SW: Remaining funds unexecuted due to contracting constraints
12	Global C4S Coordination Center	0.1	(0.0)	0.1	0.1	0.0	
12	Security Engineering	2.0	(1.0)	1.0	1.0	0.0	Reprogram \$.4M to Infostructure HW; \$.6M funds unexecuted due to contracting constraints
12	Advanced Computer Flight Plan (ACFP)	2.7	0.0	2.7	2.7	0.0	
12	Consolidated Air Mobility Planning System (CAMPS)	2.8	(0.3)	2.5	2.5	0.0	Funds unexecuted due to contracting constraints
12	Core Automated Maintenance System (CAMS)	2.5	(0.6)	2.0	2.0	0.0	Funds unexecuted due to contracting constraints
12	Global Air Transportation Execution System (GATES)	8.4	(0.5)	7.9	7.9	0.0	Reprogram to JFAST SW
12	Global Decision Support System (GDSS)	26.7	5.2	32.0	32.0	0.0	Funds reprogram from MIF SW
12	Mission Index Flying (MIF)	10.2	(8.3)	1.9	1.9	0.0	Reprogram \$.5M to GDSS & \$.2M to JFAST; \$.5M unexecuted due to contracting constraints

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

Activity Group Capital Investment Justification  
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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
12	System Integration	9.6	(0.0)	9.5	9.5	0.0	
12	Core Enterprise Services (CES)	0.3	(0.0)	0.2	0.2	0.0	
12	Int Command, Control, & Comm (IC3)	0.9	(0.9)	0.0	0.0	0.0	Reprogram to IGC HW
12	Automated Transportation Data (AUTOSTRAD)	0.3	(0.0)	0.3	0.3	0.0	
12	Global Freight Management (GFM)	0.4	0.5	1.0	1.0	0.0	Reprogram \$.7M from CDS & IRRIS; FY12 carryover of \$.1M
12	Integrated Booking System (IBS)	3.5	(1.1)	2.4	2.4	0.0	Reprogram \$.6M from CDS; FY12 Carryover \$1.7M
12	Intelligent Road/Rail Information Server (IRRIS)	1.4	(0.0)	1.4	1.4	0.0	
12	Integrated Computerized Deploy Sys (ICODES)	0.0	0.3	0.3	0.3	0.0	Funds reprogram from Infostructure
12	D. Minor Construction	11.4	(4.9)	6.5	6.5	0.0	
12	Minor Construction-AMC	9.0	(4.6)	4.4	4.4	0.0	FY12 actuals were less than anticipated
12	Minor Construction-DCD	0.3	(0.3)	0.0	0.0	0.0	FY 12 - No emergency upgrades required at any of the 18 Defense Courier Division
12	Minor Construction-SDDC	2.1	0.0	2.1	2.1	0.0	
12	TOTAL FY	169.2	(25.4)	143.8	143.8	0.0	

Activity Group Capital Investment Justification  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

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Fund 9C  
 (Dollars in Millions)

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
13	A. Equipment	3.6	0.0	3.6	3.6	0.0	
13	Equipment-AMC	2.4	0.0	2.4	2.4	0.0	
13	Equipment-SDDC	1.2	0.0	1.2	1.2	0.0	
13	B. ADPE/Telecomm	46.9	(3.0)	43.9	43.9	0.0	
13	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.2	0.0	1.2	1.2	0.0	
13	Defense Personal Property System (DPS)	0.5	0.0	0.5	0.5	0.0	
13	Infostructure	21.2	(0.1)	21.0	21.0	0.0	Reprogram \$.2M to Infostructure SW
13	Local Area Network (USTRANSCOM LAN)	7.4	(1.7)	5.8	5.8	0.0	Funds reprogrammed to higher command priorities
13	Consolidated Air Mobility Planning System (CAMPS)	0.8	(0.8)	0.0	0.0	0.0	Funds reprogrammed to higher command priorities
13	Global Air Transportation Execution System (GATES)	2.5	0.0	2.5	2.5	0.0	
13	Global Decision Support System (GDSS)	2.4	0.0	2.4	2.4	0.0	
13	Objective Wing Command Post (OWCP)	1.1	(0.0)	1.1	1.1	0.0	
13	Wing Local Area Network (LAN)	5.3	(0.0)	5.3	5.3	0.0	
13	Automated Transportation Data (AUTOSTRAD)	1.4	0.0	1.4	1.4	0.0	
13	Intelligent Road/Rail Information Server (IRRIS)	0.3	(0.3)	0.0	0.0	0.0	Funds reprogrammed to higher command priorities
13	Global Surface Distribution Management (GSDM)	2.6	(0.0)	2.6	2.6	0.0	
13	C. Software Development	146.6	(2.0)	144.7	144.7	0.0	
13	Agile Trans for the 21st Century (AT21)	8.8	0.8	9.6	9.6	0.0	Reprogram \$.6M from CCE; Reprogram \$.2M from various programs

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
Budget Estimates  
April 2013

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
13	Analysis of Mobility Platform (AMP)	1.5	3.1	4.6	4.6	0.0	Funds reprogrammed to higher command priorities
13	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	8.9	(1.2)	7.8	7.8	0.0	Reprogram \$.8M to SDDC-ESS; Reprogram \$.6M to AT21; Reprogram \$.3M from other programs
13	Corporate Data Solution (CDS)	5.5	1.0	6.6	6.6	0.0	Funds reprogrammed to higher command priorities
13	Defense Enterprise Acct & Mgmt System (DEAMS)	5.9	(0.5)	5.3	5.3	0.0	Reduction due to the FMS program rolled out of DEAMS as a result of DBSMC certification requirements.
13	Defense Personal Property System (DPS)	12.1	0.0	12.1	12.1	0.0	
13	Infostructure	7.9	(5.4)	2.5	2.5	0.0	DPO funds of \$5.1M returned to services; \$.5M DPO cut; Reprogram \$.2M from Infostructure HW
13	Int Data Environ/Global Trans Net Converg (IGC)	0.0	0.2	0.2	0.2	0.0	Reprogrammed to higher command priorities
13	Joint Flow & Analysis Sys for Trans (JFAST)	0.0	3.7	3.7	3.7	0.0	Reprogrammed to higher command priorities
13	Local Area Network (USTRANSCOM LAN)	2.1	0.0	2.1	2.1	0.0	
13	Security Engineering	2.4	(0.2)	2.2	2.2	0.0	Funds reprogrammed to higher command priorities
13	Consolidated Air Mobility Planning System (CAMPS)	1.9	1.5	3.4	3.4	0.0	Funds reprogrammed to higher command priorities
13	Core Automated Maintenance System (CAMS)	1.3	(1.3)	0.0	0.0	0.0	Funds reprogrammed to higher command priorities
13	Global Air Transportation Execution System (GATES)	9.6	(3.8)	5.8	5.8	0.0	Funds reprogrammed to higher command priorities
13	Global Decision Support System (GDSS)	36.3	(5.4)	30.9	30.9	0.0	Funds reprogrammed to higher command priorities
13	Mission Index Flying (MIF)	1.4	0.0	1.4	1.4	0.0	
13	Mobility Air Force Operations Decision Support System	3.0	0.0	3.0	3.0	0.0	
13	Mobility Air Forces Flight Planning Service	20.7	0.1	20.8	20.8	0.0	Increase due to inflation change

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

Activity Group Capital Investment Justification  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2014  
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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
13	System Integration	10.1	0.0	10.1	10.1	0.0	
13	Core Enterprise Services (CES)	0.8	(0.2)	0.6	0.6	0.0	Reprogrammed to higher command priorities
13	Financial Management System (FMS)	0.0	0.6	0.6	0.6	0.0	This program rolled into the DEAMS program in the FY13 BES but due to DRSMC certification requirements, we need
13	Int Command, Control, & Comm (IC3)	1.2	(0.6)	0.6	0.6	0.0	Reprogrammed to higher command priorities
13	Automated Transportation Data (AUTOSTRAD)	0.3	0.0	0.3	0.3	0.0	
13	Global Freight Management (GFM)	0.5	0.4	0.8	0.8	0.0	Funds reprogrammed to higher command priorities
13	Integrated Booking System (IBS)	3.1	0.1	3.1	3.1	0.0	Funds reprogrammed to higher command priorities
13	Intelligent Road/Rail Information Server (IRRIS)	1.5	1.6	3.1	3.1	0.0	Funds reprogrammed to higher command priorities
13	Enterprise Support Services Command (ESS C4S)	0.0	3.4	3.4	3.4	0.0	Funds reprogrammed to higher command priorities
13	D. Minor Construction	11.4	0.0	11.4	11.4	0.0	
13	Minor Construction-AMC	9.0	0.0	9.0	9.0	0.0	
13	Minor Construction-DCD	0.3	0.0	0.3	0.3	0.0	
13	Minor Construction-SDDC	2.1	0.0	2.1	2.1	0.0	
13	TOTAL FY	208.5	(4.9)	203.6	203.6	0.0	

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