

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



U.S. AIR FORCE

***Fiscal Year (FY) 2015
Budget Estimates
March 2014***

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**AIR FORCE WORKING CAPITAL FUND
FISCAL YEAR (FY) 2015
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) 2015 Budget Estimates

The FY 2015 Air Force Working Capital Funds (AFWCF) Program and Budget Review 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 management responsibility for TWCF day-to-day 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 repairable 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 25.2 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.

The CSAG 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 and benchmark programs that identify industry leaders in relevant production processes. 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.

Supply Management Activity Group–Retail

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.

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 \$8.0 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, 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.

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

The Air Force Materiel Command (AFMC) reorganized in FY 2012 from a 12-center subordinate structure to a 5-center subordinate structure. Each center is aligned to one of the primary missions of the command. This reorganization enabled mission effective and cost effective operations across the command. The AFMC Commander's priorities guide the 5 center's efforts: expertly execute warfighter support mission -- set and meet expectations; standardize and continually improve process -- achieve the "art of the possible;" demonstrate cost effectiveness across all mission areas; recruit and retain a high performing workforce -- while caring for our Airmen and their families; and, plan for ready and responsive Agile Combat Support that meets highest priority warfighter needs.

The Air Force Sustainment Center (AFSC), headquartered at Tinker AFB OK, consists of three Depots, two Supply Chain Wings, and three Air Base Wings. The AFSC manages, plans, and executes sustainment-related activities, supply chain functions and depot maintenance activities across the Air Force. The AFSC partners with the Air Force Life Cycle Management Center (AFLCMC) in the weapon system support planning for weapon systems across their life cycle -- to include early in the acquisition cycle. The AFSC has embarked on a groundbreaking effort to transform operations from effective to cost-effective. The Sustainment Center has leveraged best practices from industry, while keeping focused on warfighter support to create "The AFSC Way." The AFSC Way is based on a shared leadership model that emphasizes speed (productivity), safety, quality, and cost effectiveness in every process and every work center across the enterprise in order to achieve "art of the possible" results despite declining budgets and fiscal uncertainty. The AFSC Way uses scientific

methods based on the theory of constraints, critical path and lean principles to drive continual process improvement to increase speed (productivity), eliminate waste, and remove constraints in critical processes.

Over the past several years the eLog21 campaign delivered key capabilities to the field, including Centralized Asset Management (CAM), Commodity Councils (CC), Global Ammunition Control Point (GACP), and Logistics, Installations & Mission Support – Enterprise View (LIMS-EV). Through the institutionalization of these initiatives over the past decade we significantly changed the way the USAF logistics community does business.

The eLog 21 campaign has graduated and the Air Force is moving to the next phase of enterprise logistics, the Enterprise Logistics Strategy (ELS). While many of the eLog21 campaign objectives were realized, there are still active initiatives that require continued support until the capabilities they are designed to deliver are fully fielded. Examples of these initiatives include Repair Network Integration (RNI), Asset Marking and Tracking (AMT) and Logistics Requirements Traceability (LRT).

The Enterprise Logistics Strategy (ELS) represents the collective thinking and commitment of a coalition of senior logistics leaders from across the AF. This coalition recognized the need and opportunity to establish shared ownership of the Logistics enterprise to accelerate the pace of change and drive key initiatives to generate cost-effective readiness. The ELS outlines the mission, vision, strategic priorities for navigating the way ahead, and a vital few strategic shifts that accelerate near-term efforts.

- Senior logistics leaders defined the mission of USAF Logistics as: USAF logistics fields, generates, and sustains power in air, space, and cyberspace.
- The vision for USAF Logistics in 2022 is: Leading ready affordable logistics in a Joint world

Three strategic priorities will focus efforts of the AF logistics community toward this future state. These are the indisputable things that must change from today in order to achieve the vision for 2022. They will leverage and build upon key successes from previous enterprise efforts and efficiencies to be gained by the recent restructuring of the logistics organization.

- Evolve logistics core competencies to fully support Joint Doctrine
- Posture logistics resources for the next fight
- Deliver cost effective readiness for product support and operational logistics

Initiatives beyond ELS 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. Quarterly

reviews with the Major Command Commanders continue, focusing attention on cost, performance, and delivery of quality parts and maintenance on time. Additionally, the Air Force is working to achieve Department of Defense Financial Improvement and Audit Readiness (FIAR) goals relative to the AFWCF. 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 in efforts to achieve and sustain audit readiness. Financial reporting improvements achieved will help AFWCF attain unqualified assurance on the effectiveness of internal controls.

Direct Appropriations

In FY 2013, AFWCF requested a total of \$55.5 million in direct appropriations. Air Force received \$45.5 million for Medical Dental War Reserve Material (WRM) requirements; USTRANSCOM received Overseas Contingency Operations (OCO) funding for transportation of Fallen Heroes, \$10 million.

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

In FY 2015, AFWCF requests a total of \$66.7 million in direct appropriations. Air Force requests \$61.7 million for Medical Dental WRM; and USTRANSCOM requests OCO funding for transportation of Fallen Heroes*.

*Because the Administration has not yet made final decisions about an enduring presence in Afghanistan after calendar year 2014, the Budget includes a placeholder for the Department of Defense's 2015 OCO funding. This number is a placeholder and appears solely for the purposes of estimating reimbursable rates and cash balances in DOD working capital fund activities. Once DOD's OCO needs for 2015 are determined, a budget amendment package will be transmitted subsequent to release of the Budget.

Cash Management (Including TWCF)

In FY 2013, AFWCF cash increased from the beginning of period, \$811.3 million, 7 days of cash, to \$1,457.6 million, 13 days of cash. This cash increase occurred primarily through reprogramming \$340.7 million from Air Force Investment accounts and \$309 million cost savings as a result of TWCF C-17 maintenance cost reductions.

In FY 2014, AFWCF cash is projected to remain relatively stable with a beginning of period balance of \$1,457.6 million, and ending cash balance of \$1,446.9 million, 12 days of cash. Measures are programmed to streamline costs and sustain cash balances in preparation for the Treasury Department's Daily Cash Reporting initiative effective October 2014. Analysis of the last two years' daily cash balances confirmed AFWCF requires four additional days of cash, on average, to mitigate day-to-day volatility that will manifest in Daily Cash Reports, reducing risk of Anti-Deficiency Act violations.

In FY 2015, AFWCF begins with 12 days of cash, \$1,446.9 million, and is projected to remain above 10 days throughout the first half of the fiscal year. This level of cash is required as the Treasury Department kicks-off the Daily Cash Reporting in October 2014. In the last half of FY 2015, cash decreases to \$852.5 million. The Air Force will take appropriate action throughout FY 2015 to ensure cash levels remain adequate for operational and capital program disbursements and to meet the demands of Treasury's Daily Cash Reporting initiative.

Air Force Working Capital Fund Cash Including TWCF (Dollars in Millions)			
	FY 2013	FY 2014	FY 2015
BOP Cash Balance	811.3	1,457.6	1,446.9
Disbursements	21,262.5	23,086.7	24,079.6
Collections	21,512.7	23,002.7	23,418.5
Transfers (Net)	340.7	(77.0)	.0
Direct Appropriations			
Fallen Heroes *	10.0	10.0	5.0
C-17 Engine Maintenance	.0	78.5	.0
War Reserve Material	45.5	61.7	61.7
Container Deconsolidation	.0	.0	.0
EOP Cash Balance	1,457.6	1,446.9	852.5

* Because the Administration has not yet made final decisions about an enduring presence in Afghanistan after calendar year 2014, the Budget includes a placeholder for the Department of Defense's 2015 OCO funding. This number is a placeholder and appears solely for the purposes of estimating reimbursable rates and cash balances in DOD working capital fund activities. Once DOD's OCO needs for 2015 are determined, a budget amendment package will be transmitted subsequent to release of the Budget.

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

	FY 2013	FY 2014	FY 2015
Total Revenue	21,232.5	23,476.4	23,765.8
Cost of Goods Sold	21,257.1	23,296.0	23,482.6
Net Operating Result Adjustments	33.4	(69.3)	(100.7)
Net Operating Result (NOR)	8.8	111.1	182.6
Accumulated Operating Result (AOR) ^{1,2}	105.0	346.1	43.1
Civilian End Strength	29,845	30,176	30,176
Military End Strength	12,820	14,443	13,313
Civilian Workyears	30,277	29,200	28,286
Military Workyears	11,586	12,882	11,862
Capital Budget	329.4	337.3	325.3
Direct Appropriation ^{3,4}	55.5	150.2	66.7

¹ Includes Non-Recoverable AOR Adjustments

² Positive AOR in FY 2015 is associated with TWCF postponing zero AOR to FY 2016, smoothing out customer rate impacts and preserving cash

³ Includes WRM, Transportation of Fallen Heroes, and C-17 Engine Maintenance

⁴ Because the Administration has not yet made final decisions about an enduring presence in Afghanistan after calendar year 2014, the Budget includes a placeholder for the Department of Defense's 2015 OCO funding. This number is a placeholder and appears solely for the purposes of estimating reimbursable rates and cash balances in DOD working capital fund activities. Once DOD's OCO needs for 2015 are determined, a budget amendment package will be transmitted subsequent to release of the Budget.

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***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) 2015 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. Beginning in FY 2014, the Maintenance Division resumed 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's 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. Progress is being achieved and efforts continue identifying and resolving pricing and billing discrepancies; improving asset visibility to reduce requisition redundancies, and expediting asset movement via the distribution pipeline.

Examples of Supply Chain efficiency initiatives, crossing the Future Years Defense Program (FYDP), include:

- Streamlining buy and repair processes through strategic sourcing with increased focus on reducing lead times for production and repair contracts.
- Improving contract oversight by reducing or eliminating duplicative functions and consolidating services where feasible.
- Maximizing manpower expertise by consolidating and co-locating personnel having similar functionality across the MAJCOMs and Air Force.

In support of Maintenance Division, several Air Force Enterprise Logistics' 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.

The formal reference to the term "High Velocity Maintenance" (HVM) is no longer actively being used; however, the Air Force is migrating tenets of HVM into its daily business practices. Much of HVM's vernacular has been absorbed into the AFSC's "Play Book" as part of the continuous process improvement mindset. The tenets of HVM facilitate dramatic improvements in "how" the work is accomplished, resulting in reduced aircraft down time. Keys tenets of HVM are focused on establishing "mechanic centric focus" processes keeping the mechanic on the aircraft turning wrenches, advancing aircraft condition knowledge, and, dividing work packages into more manageable, executable packages.

These improvements are critical to the Maintenance Division and fundamentally support 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.

Additionally, the AFSC is targeting specific cost-cutting initiatives to more effectively align resources, now and in the future, in an effort to optimize Air Force readiness.

- Workforce shaping is underway, realigning/reducing personnel in overhead support and direct support as a result of more accurately forecasting customer demand.
- Analyses of expenses associated with Direct Material and review of engineering processes are underway to identify the most cost beneficial means of repairing/replacing Direct Material associated with depot maintenance.

CSAG Financial and Performance Summary

Financial Performance (\$ Millions)	FY 2013	FY 2014	FY 2015
Total Revenue	7,418.3	9,804.6	11,506.6
Total Expenses (w WIP)	7,570.7	9,378.7	11,569.8
Other Adjustments Affecting NOR to Include Pass-Throughs	20.9	(7.6)	(38.9)
Net Operating Results	(131.5)	418.4	(102.1)
Non Recoverable Adjustments Impacting Accumulated Operating Results	(424.6)	0.0	(352.7)
Accumulated Operating Results *	36.5	454.8	0.0

In support of Financial Improvement and Audit Readiness (FIAR) compliance goals, the buyer/seller relationship between CSAG divisions is resuming (i.e., revenue recognition). FY 2014 Expenses and Revenue increases are due primarily to CSAG Maintenance Division billing \$1.6 billion for repairs accomplished on behalf of CSAG Supply Division. FY 2015 Expenses and Revenue increases are primarily due to Supply Division billing Maintenance Division \$1.5 billion for parts demanded in support of depot maintenance and repairs. While CSAG revenue increases from this change, external customers are not impacted.

The FY 2013 non recoverable adjustment impacting Accumulated Operating Results (AOR) properly aligned operating results due to net cash transfers in/out of the CSAG account across FY 2007 – FY2012. The FY 2015 non recoverable AOR adjustment maintains cash levels sufficient for the rigors of daily cash reporting which begins October 2014.

Cash: (\$ Millions)	FY 2013	FY 2014	FY 2015
BOP Cash Balance	325.8	497.6	781.9
Disbursements	7,601.9	9,235.7	11,352.1
Collections	7,631.9	9,519.9	11,362.3
Net Transfers	141.7	0.0	0.0
Change in Cash	171.7	284.3	10.2
Cash Balance	497.6	781.9	792.0

The FY 2013 Net Transfer includes reprogramming \$340.7 million from Air Force Investment accounts. Additionally, U.S. TRANSCOM received payments from the Air Force, \$282.0 million, related to the Airlift Readiness Account. Of that amount, \$199.0 million was transferred from AFWCF CSAG-Supply cash, \$33.0 million from AFWCF SMAG Retail cash, and \$50 million paid from the Air Force Operation & Maintenance account.

Cost saving measures previously mentioned will streamline costs and sustain FY 2014 and FY 2015 cash balances. In FY 2015, a cash surcharge was implemented in CSAG-Supply in preparation of Treasury's daily cash reporting effective FY 2015.

Stabilized Sales Rates and Prices	FY 2013	FY 2014	FY 2015
Maintenance Composite Sales Rate per hour	282.85	294.34	285.56
Maintenance Rate Change	5.16%	4.06%	(2.98%)
Supply Unit Cost	0.71	1.31	1.01
Supply Customer Price Change	4.02%	3.80%	(1.15%)

Note: FY 2015 Customer Price Change formula differed from prior years in compliance with Financial Management Regulation guidance.

CSAG Manpower Resources:	FY 2013	FY 2014	FY 2015
Civilian End Strength	25,765	25,691	25,691
Civilian Full Time Equivalents	26,030	24,752	23,838
Military End strengths	205	225	225
Military Workyears	161	187	180

The AFSC's workforce shaping initiative reduces end strength and Full Time Equivalents consistent with total carryover, new orders, and productivity targets.

Capital Investment Program Authority	FY 2013	FY 2014	FY 2015
(\$Millions):			
Equipment – Weapon System Support/Test	138.9	129.9	159.6
ADPE & Telecom	4.6	15.5	1.6
Software Development	8.4	6.7	12.3
Minor Construction	5.5	8.5	5.4
Sub-Total	157.5	160.5	178.9
Prior Year Obligations	2.8	0.0	0.0
Total (with Prior Year Obligations	160.3	160.5	178.9

Maintenance Depot Six Percent Capital Investment Plan	FY 2013	FY 2014	FY 2015
(\$Millions):			
Required Investment	257.5	254.8	286.1
Total Investment Budgeted	325.3	379.8	451.9
Percent Invested	7.6%	8.9%	9.5%

Supply Mission Capable (MICAP) Hours*	FY 2013	FY 2014	FY 2015
Actual Performance	642		
Objective	898	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 2014 and FY 2015 reflects the negotiated hours. Actual performance for FY 2013 MICAP hours reflects improvement initiatives implemented across the enterprise as part of the strategic goals to improve warfighter support.

Supply Customer Wait Time (CWT)	FY 2013	FY 2014	FY 2015
Actual Performance	5.6		
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 2014 and FY 2015 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 2013 CWT has the worst 1% of transactions removed and thus lowers the overall average.

Supply Stockage Effectiveness	FY 2013	FY 2014	FY 2015
Actual Performance	83.2%		
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.

Supply Undelivered Orders

Undelivered Orders (\$ Millions)	FY 2013	FY 2014	FY 2015
Supply Division	1,344.5	1,364.7	1,367.4

Supply Item Quantity Requirements

Item	FY 2013	FY 2014	FY 2015
Number of Issues	1,713,789	1,429,791	1,149,833
Number of Receipts	1,618,908	1,236,953	1,030,560
Number of Requisitions ⁽¹⁾	504,548	786,385	632,408
Contracts Executed ⁽²⁾	4,614	6,569	3,377
Purchase Inflation	3.00%	3.00%	3.00%
Items Managed	92,685	92,685	92,685

(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.

Maintenance Direct Production Earned Hours Produced	FY 2013	FY 2014	FY 2015
Hours in Thousands	21,012	20,981	20,628

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. Workforce shaping is underway, realigning/reducing personnel in overhead support and direct support as a result of more accurately forecasting customer demand. As a result, fewer DPEHs are required to perform the work.

Maintenance Due Date Performance and Quality Defect Rate

Goal		FY 2013	FY 2014	FY 2015
Due Date Performance ⁽¹⁾	95%	93%	95%	95%
Quality Defect Rate ⁽²⁾	0.22	0.17	0.22	0.22

(1) The Due Date Performance metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2013 Due Date Performance of 93% reflects impacts resulting from sequestration and parts supportability issues. Furloughs and the inability to work planned overtime increased repair times which increased fleet flow days. In addition, unforeseen corrosion and hydraulic line issues drove parts supportability delays.

(2) The 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 2013 Quality Defect Rate of 0.17 exceeded the goal of 0.22.

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CSAG - Maintenance Division

	FY2013 to FY2014	FY2014 to FY2015
Cost of Operations		
Organic BOP	4,266.198	4,350.847
Contract BOP	.000	.000
Cost of Operations	4,266.198	4,350.847
 ANNUALIZATION		
Annualization of Civilian Pay	1.487	2.768
Annualization of Military Pay	.042	.026
TOTAL ANNUALIZATION	1.530	2.794
 PRICE CHANGES		
Civilian Pay Raises	15.518	15.659
Military Pay Raises	.096	.100
Material Price Growth	76.076	90.299
Fuel Price Growth	(.700)	(2.126)
Other Growth	9.413	12.673
TOTAL PRICE CHANGES	100.403	116.605
 PRODUCTIVITY SAVINGS		
TOTAL PRODUCTIVITY SAVINGS	(122.000)	(40.000)
 PROGRAM CHANGES		
Labor Workload	(21.670)	(51.085)
Material Workload *	(8.781)	1,549.844
BOS	13.039	(.071)
Contract Changes	.000	.000
TOTAL PROGRAM CHANGES	(17.412)	1,498.688

*Beginning in FY 2015, CSAG Supply Division will resume billing CSAG Maintenance Division for parts issued for depot maintenance and repairs. This change supports Financial Improvement and Audit Readiness efforts (FIAR) with no impact on customers.

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Maintenance Division

	FY2013 to FY2014	FY2014 to FY2015
OTHER CHANGES		
Data Systems Support	6.372	(.196)
Data Systems Development	3.902	(.025)
Equipment Depreciation	(3.546)	8.746
Minor Construction Depreciation	4.617	.118
Data System Depreciation	(5.291)	(2.173)
Travel & Transportation	5.801	(.618)
Communications	.840	(.720)
Utilities	2.343	1.802
Equipment Rental	.557	(.106)
Printing & Equipment	.222	(.005)
Equip/Vehicle Rep & Maintenance	47.227	(6.330)
Custodial	2.272	(.004)
Facility Maintenance	20.446	4.337
Training	5.160	(.034)
Environmental	.000	.000
Miscellaneous	31.205	.954
TOTAL OTHER CHANGES	122.128	5.748
TOTAL CHANGES	84.649	1,583.834
Cost of Operations		
Organic EOP	4,350.847	5,934.681
Total Cost of Operations	4,350.847	5,934.681

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) 2015
Budget Estimates
March 2014

CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul)			BUDGETED CAPITAL (Modernization, Efficiency)		
	3 Year Average					
	<u>2011-2013</u>	<u>2012-2014</u>	<u>2013-2015</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Revenue						
Working Capital Fund	4,292.169	4,246.290	4,767.704			
Appropriations	.000	.000	.000			
Total Revenue	4,292.169	4,246.290	4,767.704			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization ¹				56.730	25.615	36.348
Capital Investment Program				153.216	153.645	165.899
Other Equipment				6.593	6.527	6.931
Processes/Productivity Enhancements ²				7.410	7.089	7.110
Appropriated Funding						
MILCON (3300)				.000	8.600	111.000
Procurement Equipment (3010) ³				101.344	178.302	124.600
Operation & Maintenance				.000	.000	.000
Investment Total				325.293	379.778	451.888
Minimum 6% Investment Amount				257.530	254.777	286.062
Investment Over/Under Requirement				67.762	125.001	165.826

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

3. 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.

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG

	FY2013	FY2014	FY2015
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	273.985	289.862	224.617
(b) Missile Procurement	29.832	.224	.201
(c) Other Procurement	.129	.000	.000
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF (w/OCO)	4,002.743	4,321.317	4,373.876
(f) Operations & Maintenance - AFRC (w/OCO)	500.258	534.046	516.942
(g) Operations & Maintenance - ANG (w/OCO)	1,231.736	1,329.906	1,229.702
(h) Research & Development - AF	123.841	83.025	82.919
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	.000	.000	.000
(k) Guard Personnel - ANG	.000	.000	.000
(l) Family Housing	.000	.000	.000
(m) Special Trust Funds	.000	.000	.000
(n) Other Air Force	.843	1.169	1.114
(o) Other	.000	.000	.000
Total Air Force	6,163.367	6,559.549	6,429.371
(2) Army	73.476	(6.119)	28.198
(3) Navy	230.244	243.095	208.796
(4) Marine Corps	2.024	.904	.949
(5) MAP/Grant Aid	.000	.449	.399
(6) Other DOD	602.538	70.360	360.269
Total DOD excluding WCF	7,071.650	6,868.238	7,027.983
b. Orders From Other Fund Activity Groups			
(1) AF Supply Mgmt Activity Group - Retail	32.219	92.504	75.503
(2) Transportation Activity Group - TRANSCOM	334.693	397.712	431.834
(3) Other WCF Activity Groups	81.082	82.578	81.452
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	.000	2,101.333	2,081.529
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	.000	.000	1,505.433
Total Other Fund Activity Groups	447.994	2,674.127	4,175.752
c. Other Internal to AF Consolidated Sustainment Activity Group			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	1,596.776	1,464.403	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	2,166.008	.000	.000
Total Internal AF Consolidated Sustainment Activity Group	3,762.783	1,464.403	.000

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) 2015
Budget Estimates
March 2014

CSAG

	FY2013	FY2014	FY2015
d. Grand Total DOD	11,282.427	11,006.769	11,203.735
e. Other Orders			
(1) Other Federal Agencies	30.217	28.397	26.662
(2) Non Federal Agencies	223.451	312.936	362.380
(3) FMS	233.436	275.581	270.044
Total Other Orders	487.104	616.915	659.086
Total New Gross Orders	11,769.531	11,623.683	11,862.821
Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG) *	8,006.747	10,159.280	11,862.821
2. Carry-In Orders	1,511.651	1,958.519	2,164.206
a. Carry-over Execution Adjustment	14.649	.000	.000
3. Total Gross Orders	13,281.182	13,582.202	14,027.027
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	1,596.776	1,464.403	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	2,166.008	.000	.000
Total External Gross Orders	9,518.398	12,117.799	14,027.027
4. Gross Revenue	7,574.529	9,953.593	11,769.463
5. End of Year W-I-P	17.124	33.254	33.254
6. Total Exclusion			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	120.670	222.860	254.248
Exclusion (Late Inducted Orders)	.000	.000	.000
Total Exclusion (sum of above exclusions)	120.670	222.860	254.248
7. Funded Carryover	1,820.724	1,908.091	1,970.061

* In support of Financial Improvement and Audit Readiness (FIAR) compliance, the buyer/seller relationship between the CSAG divisions is reinstating (i.e., revenue recognition). The large increase in Total New External Orders in FY 2014 is due primarily to CSAG Maintenance Division billing for repairs accomplished on behalf of CSAG Supply Division. The orders for these material repairs are reflected on line 1.c.(2) Internal Material Repair Orders (Supply Orders to Maintenance) for FY 2013 and shift to line 1.b.(5) AF CSAG-Supply (Supply Orders to Maintenance) for FY 2014 and FY 2015.

The increase in Total New External Orders from FY 2014 to FY 2015 is primarily due to CSAG Supply Division resuming billing to CSAG Maintenance Division for parts demanded for depot maintenance and repairs. The orders for parts are reflected on line 1.b.(6) AF CSAG-Maintenance (Maintenance Orders to Supply) in FY 2015; they are reflected on line 1.c.(1) Internal Material Transfer Orders (Maintenance Orders to Supply) for FY 2013 and FY 2014.

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

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

External Orders	FY2013	FY2014	FY2015
Gross Carry-in	1,346.749	1,513.815	2,012.542
Adjustments to Carry-In During Execution	14.649	0.000	0.000
WIP	43.670	16.682	33.254
1 Net Carry-in	1,317.727	1,497.134	1,979.288
2 Revenue (Billings)	3,267.802	5,479.017	5,903.361
3 New Orders	3,420.220	5,977.743	5,950.146
4 Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	342.978	396.687	455.207
Exclusion (Unplanned Orders, Inducted Late)	0.000	0.000	0.000
Exclusion Adjustment	0.000	0.000	0.000
Total Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	342.978	396.687	455.207
5 Orders for Carry-over Calculation	3,077.241	5,581.056	5,494.939
6 Weighted Composite Outlay Rate (New Orders)	62.14%	64.85%	64.74%
7 Carry-over Rate (New Orders)	37.86%	35.15%	35.26%
Carry-over Rate (Prior Year Multi-Year Funds)	66.81%	67.99%	67.98%
Carry-over Rate (Prior Year Software)	24.92%	25.22%	23.81%
8 Allowable Carry-over (New Orders)	1,165.083	1,961.515	1,937.408
Allowable Carry-over (Prior Year Multi-Year Funds)	87.091	109.812	90.334
Allowable Carry-over (Prior Year Software)	127.865	120.217	101.438
Total Allowable Carry-over	1,380.038	2,191.544	2,129.180
9 Unbilled Balance	1,513.815	2,012.542	2,059.327
Exclusion Adjustment	0.000	0.000	0.000
Total Unbilled Balance	1,513.815	2,012.542	2,059.327
10 Work-in-Process Carry-over	16.682	33.254	33.254
11 Actual Carry-over	1,497.134	1,979.288	2,026.072
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	120.670	222.860	254.248
Exclusion (Late Inducted Orders)	0.000	0.000	0.000
12 Calculated Actual Carry-over	1,376.464	1,756.427	1,771.824
Excess Carryover	(3.575)	(435.117)	(357.356)
(Negative number best)			

The large increase in New Orders from FY 2013 to FY 2014 is due primarily to CSAG Maintenance Division resuming billing to CSAG Supply Division for repairs accomplished on behalf of CSAG Supply Division. This change supports Financial Improvement and Audit Readiness (FIAR) efforts and ensures adequate available budgetary resources within CSAG Maintenance Division.

Fund 14
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG

	FY2013	FY2014	FY2015
Revenue:			
Income:			
Maintenance Division	3,267.802	5,479.017	5,903.361
Supply Division (Material Gross Sales)	4,306.727	4,474.576	5,866.102
Less Credit Returns	166.391	159.643	285.311
Total Income	7,408.138	9,793.950	11,484.153
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	10.145	10.655	22.471
Total Other Revenue	10.145	10.655	22.471
Total Revenue	7,418.283	9,804.605	11,506.624
Expenses:			
Maintenance Division			
Cost of Repair (Direct and POH Costs)	3,818.124	3,784.479	5,366.680
Supply Division			
Cost of Material Sold	224.123	263.675	252.866
Cost of Material Repair	1,235.196	2,888.647	3,440.321
Condemnation Material Expense Recovery (CMER)	832.579	774.544	758.598
Other Expenses	16.160	10.655	22.471
Subtotal Material & Other Expenses	2,308.058	3,937.521	4,474.256
Business Operations			
Military Personnel	11.029	10.539	10.573
Civilian Personnel	369.370	393.929	405.591
Travel & Transportation of Personnel	1.700	4.079	4.116
Materials & Supplies	33.092	41.560	42.205
Equipment	34.166	65.919	60.354
Other Purchases from Revolving Funds	336.322	362.158	362.676
Transportation of Things	40.062	51.892	52.878
Capital Investment Depreciation	55.128	47.985	41.792
Printing and Reproduction	.965	1.457	1.481
Advisory and Assistance Services	35.031	35.932	36.611
Rent, Comm, Utilities and Misc Charges	80.265	88.573	91.000
Other Purchased Services	419.883	568.791	619.601
Cost of Direct Reimbursable Material	.000	.000	.000
Initial Spares	.000	.000	.000
Other Direct Reimbursements	.000	.000	.000
Total Operating Expenses	1,417.013	1,672.814	1,728.878

Fund 14 CSAG

Fund 14
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG

	FY2013	FY2014	FY2015
Total Expenses	7,543.195	9,394.813	11,569.814
Work in Process, Beginning of Year	44.639	17.124	33.254
Work in Process, End of Year	17.124	33.254	33.254
Work in Process, Change	(27.514)	16.130	.000
Total Expenses Adjusted for Work in Process	7,570.710	9,378.684	11,569.814
Operating Results (Net Operating Results on 1307 - Line 11)	(152.427)	425.922	(63.190)
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR) ¹	(.000)	(29.035)	(60.409)
Other Adjustments Affecting NOR and Other Changes ²	20.941	21.474	21.474
Net Operating Result (Recoverable NOR on 1307 - Line 13)	(131.486)	418.361	(102.125)
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	592.526	36.455	454.816
Accumulated Operating Result	461.040	454.816	352.691
Non-Recoverable Adjustment Impacting AOR ³	(424.585)	.000	(352.691)
Accumulated Operating Result for Budget Purposes	36.455	454.816	(.000)

1. Passthrough adjustments impacting Net Operating Results (NOR) are included in FY 2014 and FY 2015 to properly align the operating results between CSAG Supply Division and CSAG Maintenance Division that occurred as result of cash transfers between the two Divisions. Since the creation of CSAG in FY 2007, the billing between the two divisions ceased. The repair work that CSAG Maintenance Division accomplished for CSAG Supply Division cost more than the material provided by the CSAG Supply Division resulting in a loss for CSAG Maintenance and a gain for CSAG Supply. The cash transfers were performed monthly to properly align the cash balances between the two divisions. Beginning in FY 2014, the buyer/seller relationship between the two divisions resumes to support Financial Improvement and Audit Readiness (FIAR). The adjustment in FY 2014 reflects CSAG Maintenance Division resuming billing CSAG Supply Division for repairs. In FY 2015, CSAG Supply Division resumes billing CSAG Maintenance Division for material issued. After FY 2015, no further adjustments impacting NOR are projected.

2. Adjustments shown in FY 2013, FY 2014, and FY 2015 reflect recognizing depreciation from donated assets.

3. This adjustment is required to properly align operating results due to net cash transfers in/out of the CSAG account. The FY 2013 Non-Recoverable AOR adjustment reflects \$657.3M transferred out of CSAG during FY 2007-FY 2012 offset by a \$232.7M net transfer into CSAG in FY 2013. The FY 2015 Non-Recoverable AOR adjustment is needed to maintain cash levels sufficient for the rigors of daily cash reporting which begins October 2014.

Fund 16
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Maintenance Division

	FY2013	FY2014	FY2015
1. Material Inventory BOP	115.655	116.034	115.395
2. A. BOP Reclassification Changes	.000	.000	.000
B. Adjust to Standard Prices	.000	.000	.000
3. A. Price Changes	.379	(.639)	.000
B. Inventory Reclass & Repriced	116.034	115.395	115.395
4. Receipts from Commercial Sources	1,491.807	1,453.081	1,500.546
5. Negotiated Purchases from Customers	.000	.000	.000
6. Gross Sales	1,491.807	1,453.081	1,500.546
7. Inventory Adjustments	.000	.000	.000
8. Inventory - End of Period	116.034	115.395	115.395
A. Economic Retention (Memo)	.000	.000	.000
B. Policy Retention (Memo)	.000	.000	.000
C. Potential Excess (Memo)	.000	.000	.000
D. Other (Memo)	.000	.000	.000
9. Inventory On Order (EOP)	.000	.000	.000

SM-1
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
FY2013	4,420.137	4,140.336	2,949.674	.000	66.865	3,016.539	7.306	200.000	3,223.844
FY2014	4,021.894	4,314.934	5,630.728	.000	48.528	5,679.256	6.892	800.000	6,485.794
FY2015	5,627.364	5,580.792	5,619.590	.000	64.530	5,684.120	13.016	800.000	6,497.136

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2013	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	12.655	4.554	17.208	0.000	89.714	88.199	88.199	105.407	8.0%
B-1B	25.469	6.487	31.956	15.454	141.276	51.268	51.268	98.679	17.5%
B-2	63.713	2.706	66.418	4.168	21.453	19.112	19.112	89.698	21.2%
B-52	25.909	4.292	30.201	(.001)	101.643	11.629	11.629	41.830	10.6%
C-5	.447	.036	.483	0.000	66.736	7.478	7.478	7.961	10.3%
C-17	.187	0.000	.187	0.000	.792	.520	.520	.707	3.2%
C-130	32.868	22.404	55.272	0.000	102.570	110.518	110.518	165.790	6.6%
C-135	137.855	4.052	141.907	7.188	333.298	107.681	107.681	256.776	7.1%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	16.689	.688	17.377	18.827	60.174	9.547	9.547	45.751	7.9%
E-4	0.000	0.000	0.000	0.000	.553	.181	.181	.181	1.5%
E-8	0.000	0.000	0.000	0.000	12.017	.848	.848	.848	7.8%
F-4	.101	.041	.141	0.000	3.859	.049	.049	.190	0.0%
F-15	39.204	4.750	43.954	11.282	202.113	40.665	40.665	95.901	11.4%
F-16	24.692	17.153	41.845	2.836	229.017	35.626	35.626	80.307	10.8%
F100 Engines	186.331	23.724	210.055	0.000	299.753	28.045	28.045	238.100	0.0%
F110 Engines	31.179	8.843	40.023	0.000	123.302	2.272	2.272	42.295	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.7%
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	3.230	.035	3.265	0.000	.236	13.145	13.145	16.410	6.5%
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	.085	.085	.085	0.0%
H-60	3.567	.255	3.822	0.000	.035	7.241	7.241	11.063	8.6%
Trainers	6.008	6.190	12.198	0.000	15.262	5.275	5.275	17.473	13.9%
Other Aircraft	4.032	1.052	5.085	0.000	3.210	8.914	8.914	13.998	6.9%
SOF	.910	.166	1.076	0.000	4.120	18.993	18.993	20.069	8.2%
Common	78.230	4.373	82.603	0.000	192.317	65.953	65.953	148.556	0.0%
Common EW	13.217	3.435	16.652	0.000	25.373	23.634	23.634	40.286	0.0%
Missiles	0.000	0.000	0.000	0.000	8.702	7.501	7.501	7.501	0.0%
Other	9.672	.328	10.000	7.110	12.476	49.996	49.996	67.106	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	317.246	317.246	317.246	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	81.474	67.292	67.292	67.292	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	20.837	0.000	0.000	0.000	0.0%
AMARG	0.000	0.000	0.000	0.000	8.906	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	4.867	0.000	0.000	0.000	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	93.423	93.423	93.423	0.0%
Total	716.166	115.563	831.728	66.865	2,166.085	1,192.337	1,192.337	2,090.930	10.0%

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2014	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	25.779	6.197	31.976	0.000	106.213	58.020	164.233	196.209	7.9%
B-1B	34.987	7.453	42.440	11.471	130.862	65.687	196.549	250.460	16.0%
B-2	63.251	4.611	67.863	.707	16.264	15.730	31.994	100.564	19.6%
B-52	51.552	5.203	56.755	1.834	96.772	9.591	106.363	164.952	9.3%
C-5	10.665	1.311	11.976	0.000	64.498	8.628	73.126	85.102	10.3%
C-17	.300	0.000	.300	0.000	.731	.338	1.069	1.369	3.2%
C-130	29.013	12.896	41.909	0.000	101.085	119.594	220.679	262.588	6.4%
C-135	143.131	2.420	145.551	10.000	329.535	145.023	474.558	630.109	7.1%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	65.947	1.680	67.627	7.838	44.921	9.875	54.796	130.261	7.9%
E-4	.020	0.000	.020	0.000	.420	.078	.498	.518	3.0%
E-8	2.181	0.000	2.181	0.000	10.121	.486	10.607	12.787	7.6%
F-4	.596	.012	.608	0.000	2.859	.036	2.895	3.503	0.0%
F-15	38.479	4.514	42.993	12.885	176.393	33.530	209.923	265.800	11.5%
F-16	80.892	25.865	106.757	1.102	196.398	32.214	228.612	336.470	10.8%
F100 Engines	229.669	35.728	265.396	0.000	331.974	55.040	387.014	652.411	0.0%
F110 Engines	14.792	1.119	15.911	0.000	73.396	1.740	75.136	91.047	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.5%
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	2.595	.561	3.156	0.000	.260	12.435	12.695	15.851	6.4%
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	3.614	.146	3.760	0.000	.069	7.269	7.338	11.099	8.1%
Trainers	8.145	15.315	23.460	0.000	12.171	9.272	21.443	44.903	13.9%
Other Aircraft	5.438	.426	5.864	0.000	1.766	8.918	10.684	16.548	6.6%
SOF	1.154	.156	1.310	0.000	2.863	62.899	65.762	67.072	7.9%
Common	36.747	4.793	41.540	0.000	160.169	71.772	231.941	273.482	0.0%
Common EW	8.867	.619	9.486	0.000	20.718	23.624	44.342	53.829	0.0%
Missiles	.942	4.396	5.338	1.774	5.826	6.344	12.170	19.282	0.0%
Other	130.365	.497	130.861	.917	9.633	46.038	55.671	187.449	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	361.008	361.008	361.008	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	44.082	25.487	69.569	69.569	0.0%
JEIM	0.000	0.000	0.000	0.000	113.152	.545	113.697	113.697	0.0%
Local Manufacture Buy	25.000	0.000	25.000	0.000	0.000	0.000	0.000	25.000	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	86.497	86.497	86.497	0.0%
Total	1,014.121	135.919	1,150.040	48.528	2,053.151	1,277.715	3,330.866	4,529.435	10.2%

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2015	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	21.084	6.557	27.641	0.000	102.553	55.479	158.032	185.674	7.4%
B-1B	31.170	9.121	40.292	10.208	107.008	53.405	160.413	210.913	16.0%
B-2	66.497	1.281	67.777	.979	20.319	15.867	36.186	104.942	21.4%
B-52	54.673	5.419	60.092	1.859	123.750	12.273	136.023	197.975	9.3%
C-5	21.318	1.446	22.763	0.000	62.674	17.266	79.940	102.704	10.0%
C-17	.145	0.000	.145	0.000	.757	.192	.949	1.094	3.2%
C-130	37.086	14.826	51.913	0.000	101.476	164.498	265.974	317.887	6.3%
C-135	116.471	3.291	119.762	11.100	339.357	141.408	480.765	611.626	7.1%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	22.443	1.558	24.001	10.485	46.923	13.145	60.068	94.554	7.9%
E-4	.020	0.000	.020	0.000	.452	.086	.538	.558	3.5%
E-8	2.198	0.000	2.198	0.000	9.204	.490	9.694	11.892	7.9%
F-4	.307	.010	.317	0.000	3.460	.051	3.511	3.828	0.0%
F-15	37.213	6.172	43.385	23.748	168.755	38.714	207.469	274.602	11.6%
F-16	52.710	30.650	83.360	.623	186.867	36.413	223.280	307.263	10.7%
F100 Engines	237.066	40.693	277.759	0.000	334.222	47.701	381.923	659.681	0.0%
F110 Engines	18.344	1.446	19.790	0.000	66.272	2.041	68.313	88.102	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.3%
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	.344	.476	.820	0.000	.291	14.670	14.961	15.781	6.4%
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	2.314	.215	2.530	0.000	.107	7.773	7.880	10.410	8.0%
Trainers	10.586	17.217	27.803	0.000	14.401	13.021	27.422	55.225	14.1%
Other Aircraft	2.630	.418	3.049	0.000	1.950	10.213	12.163	15.211	6.4%
SOF	15.781	.185	15.966	0.000	3.461	78.012	81.473	97.439	7.6%
Common	44.912	4.767	49.679	0.000	158.767	73.880	232.647	282.326	0.0%
Common EW	12.140	1.097	13.237	0.000	25.168	26.352	51.520	64.756	0.0%
Missiles	.945	5.611	6.556	1.774	7.094	7.500	14.594	22.924	0.0%
Other	14.308	.547	14.855	3.754	10.791	54.633	65.424	84.033	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	363.882	363.882	363.882	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	53.921	28.499	82.420	82.420	0.0%
JEIM	0.000	0.000	0.000	0.000	121.638	.545	122.183	122.183	0.0%
Local Manufacture Buy	25.000	0.000	25.000	0.000	0.000	0.000	0.000	25.000	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	95.494	95.494	95.494	0.0%
Total	847.705	153.005	1,000.710	64.530	2,071.638	1,373.503	3,445.141	4,510.381	10.1%

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2013	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	15,956.661	.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	15,956.661	.000	12,150.267	3,806.394
3. Receipts at MAC	1,124.637	.000	691.614	433.023
4. Sales at Standard	292.058	.000	179.606	112.452
5. Inventory Adjustments				
a. Capitalization + or (-)	13.204	.000	8.120	5.084
b. Returns from Customers for Credit	58.412	.000	35.921	22.490
c. Returns from Customers w/o Credit	14.603	.000	8.980	5.623
d. Returns to Suppliers (-)	(245.934)	.000	(151.241)	(94.693)
e. Transfers to Property Disposal (-)	(1,699.334)	.000	(1,045.034)	(654.300)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(45.210)	.000	(27.802)	(17.407)
2. Discounts on Returns	143.361	.000	88.162	55.199
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(224.927)	.000	(138.323)	(86.605)
6. Physical Inventory Adj	(168.696)	.000	(103.742)	(64.953)
7. Accounting Adjustments	(891.809)	.000	(548.433)	(343.376)
8. Shipment Discrepancies	(56.232)	.000	(34.581)	(21.651)
9. Other Gains/Losses	71.298	.000	43.846	27.452
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(1,172.216)	.000	(720.873)	(451.342)
h. Total Adjustments	(3,031.265)	.000	(1,864.127)	(1,167.138)
6. Inventory EOP	13,757.975	.000	10,798.148	2,959.826
7. Inventory EOP, Revalued (MAC, Discounted)	13,757.975	.000	10,798.148	2,959.826
a. Economic Retention (Memo)	2,782.907	.000	.000	2,782.907
b. Contingency Retention (Memo)	2,719.225	.000	.000	2,719.225
c. Potential DOD Reutilization (Memo)	25.888	.000	.000	25.888
8. Inventory on Order Cost EOP (Memo)	1,344.549	.000	1,263.877	80.673

SM-4 CSAG - Supply Division

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2014	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	13,757.975	.000	10,798.148	2,959.826
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	13,757.975	.000	10,798.148	2,959.826
3. Receipts at MAC	1,038.219	.000	638.470	399.749
4. Sales at Standard	263.675	.000	162.151	101.524
5. Inventory Adjustments				
a. Capitalization + or (-)	10.655	.000	6.552	4.103
b. Returns from Customers for Credit	52.735	.000	32.430	20.305
c. Returns from Customers w/o Credit	13.184	.000	8.108	5.076
d. Returns to Suppliers (-)	(249.623)	.000	(153.510)	(96.113)
e. Transfers to Property Disposal (-)	(1,724.824)	.000	(1,060.709)	(664.115)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(45.888)	.000	(28.220)	(17.668)
2. Discounts on Returns	145.511	.000	89.484	56.027
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(207.644)	.000	(127.694)	(79.950)
6. Physical Inventory Adj	(155.733)	.000	(95.771)	(59.962)
7. Accounting Adjustments	61.848	.000	38.034	23.814
8. Shipment Discrepancies	(51.911)	.000	(31.924)	(19.987)
9. Other Gains/Losses	61.473	.000	37.804	23.669
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(192.343)	.000	(118.285)	(74.058)
h. Total Adjustments	(2,090.217)	.000	(1,285.413)	(804.803)
6. Inventory EOP	12,442.302	.000	9,989.054	2,453.249
7. Inventory EOP, Revalued (MAC, Discounted)	12,442.302	.000	9,989.054	2,453.249
a. Economic Retention (Memo)	1,235.010	.000	.000	1,235.010
b. Contingency Retention (Memo)	1,206.749	.000	.000	1,206.749
c. Potential DOD Reutilization (Memo)	11.489	.000	.000	11.489
8. Inventory on Order Cost EOP (Memo)	1,364.718	.000	1,282.835	81.883

SM-4 CSAG - Supply Division

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2015	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	12,442.302	.000	9,989.054	2,453.249
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	12,442.302	.000	9,989.054	2,453.249
3. Receipts at MAC	1,011.464	.000	622.017	389.447
4. Sales at Standard	353.948	.000	217.666	136.282
5. Inventory Adjustments				
a. Capitalization + or (-)	.000	.000	.000	.000
b. Returns from Customers for Credit	70.790	.000	43.533	27.256
c. Returns from Customers w/o Credit	17.697	.000	10.883	6.814
d. Returns to Suppliers (-)	(253.867)	.000	(156.119)	(97.747)
e. Transfers to Property Disposal (-)	(1,754.146)	.000	(1,078.741)	(675.405)
f. Issues/Receipts w/o Reimbursement	.000	.000	.000	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(46.668)	.000	(28.699)	(17.969)
2. Discounts on Returns	145.798	.000	89.661	56.137
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(202.293)	.000	(124.403)	(77.889)
6. Physical Inventory Adj	(151.720)	.000	(93.302)	(58.417)
7. Accounting Adjustments	370.529	.000	227.863	142.666
8. Shipment Discrepancies	(50.573)	.000	(31.101)	(19.472)
9. Other Gains/Losses	55.595	.000	34.189	21.406
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	120.668	.000	74.207	46.461
h. Total Adjustments	(1,798.858)	.000	(1,106.238)	(692.620)
6. Inventory EOP	11,300.960	.000	9,287.166	2,013.794
7. Inventory EOP, Revalued (MAC, Discounted)	11,300.960	.000	9,287.166	2,013.794
a. Economic Retention (Memo)	1,013.781	.000	.000	1,013.781
b. Contingency Retention (Memo)	990.582	.000	.000	990.582
c. Potential DOD Reutilization (Memo)	9.431	.000	.000	9.431
8. Inventory on Order Cost EOP (Memo)	1,367.407	.000	1,285.362	82.044

SM-4 CSAG - Supply Division

SM-6
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2013

STOCKPILE STATUS	Total	WRM Protected	WRM Other
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
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2014

STOCKPILE STATUS	Total	WRM Protected	WRM Other
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
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

FY2015

STOCKPILE STATUS	Total	WRM Protected	WRM Other
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		

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***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) 2015 Budget Estimate

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 items for 74 Medical Treatment Facilities (MTF) worldwide. All supply and equipment requirements generated by AF treatment facilities are procured through this division. The Medical-Dental Division also maintains 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 direct appropriation funds the establishment and sustainment of 3,498 assemblages and Force Health Protection assets for 447 locations 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 allows for replacement of equipment with smaller, more proficient models which often drives a change in other supply requirements.

FY 2013 funding was used to modernize the Force Health Protection (FHP) levels with a anti-malaria capability, the Aeromedical Aircrew Communication Systems, and the National Airborne Operations Center (NAOC) medical support programs. In addition, FY 2013 funding was used to accelerate the fielding of additional Para-Rescue Medical Support capability.

Between FY 2014 and 2015, WRM funding priorities will continue to focus on improving nuclear assessment, biological defense, irregular warfare, oxygen support, and medical specialty care capabilities. FY 2014 funding will be used for several requirements: completion of Electronic Health Records Unit Type Codes (UTCs), modernizing 11 medical specialty teams, fielding 700 Small Deployable Oxygen Generation Systems, 30 Stacking Litter Systems, 10 Medium Deployable Oxygen Generation Systems and 200 Next Generation Patient Liquid Oxygen Systems. In addition, we will modernize eight deployable Ear, Nose and Throat (ENT) Specialty Care Teams, 10 deployable Air Force Radiological Assessment Teams, begin modernizing 10 deployable Critical Care Teams, and the initial fielding of five Special Operations Irregular Warfare Teams to improve Air Force Special Operations capability.

In FY 2015, the medical WRM program will focus on improving nuclear assessment, biological defense, irregular warfare, oxygen support, expeditionary aero-medical patient staging and medical specialty care capability. The Medical-Dental Division will field the En Route Care System Equipment capability, and infuse new technology into the medical equipment UTCs within the Mission Support capabilities. The program will refresh technology of patient vital signs monitors and suction equipment to support 103 Aeromedical Evacuation In-flight Teams, 53 Critical Care Air Transport Teams, and 40 En Route Patient Staging System Teams. A new man portable backpack communication suite for 15 AE Liaison Teams and 25 Electronic Health Record UTCs will be fielded. Modernization will be accomplished on one half of the Expeditionary Medical Support, the Pediatric, the GYN, the Collective Protection, and the Air Transportable Clinic capabilities. Additionally, the new Deployable Oxygen Generation System – Small will field into ground medical UTCs. To support Special Operations, we will field one Rapid Response Deployment capability, six Special Operations Surgical sets, and modernize of three Special Operation Medical Augmentation sets.

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 FY 2012 Air Force implemented an auto sourcing process which identifies resources that exceed approved stockage levels at each base. It identifies excess inventory as a potential source for another location (base) that is in need of the asset and would otherwise procure it. A re-distribution order (RDO) moves assets from one location to another and prevents the GSD from procuring unnecessary assets from DLA. This initiative avoided \$80.0 million in FY 2012 and \$80.6 million in FY 2013. 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 future cash retention. In FY 2013 cost controls were implemented to mitigate risk of reduced customer demand due to sequestration. Those cost control measures and the auto sourcing process jointly resulted in NOR exceeding FY 2014 PB plan by \$111.0 million. Revenue and expenses in FY 2014 reflect greater customer demand and cash retention of \$95.5 million. Note the FY 2013 and FY 2014 non-recoverable AOR adjustments are required to prevent return of gains in future rates because cash was transferred from GSD in FY 2012 (\$120 million to Air Force Operation and Maintenance) and in FY 2013 (\$33 million to TWCF). FY 2015 AOR is adjusted \$130.3 million to maintain sufficient operating cash flow on a daily basis. FY 2014 and FY 2015 assumptions include customer orders funded from baseline and Overseas Contingency Operations.

Revenue, Expenses and Net Operating Results

(Dollars in Millions)	FY 2013	FY 2014	FY 2015
Total Revenue	3,344.6	3,672.9	3,725.7
Total Expenses	3,346.9	3,586.0	3,668.2
Operating Results	(2.3)	87.0	57.5
Other Adjustments (WRM)	12.4	(61.7)	(61.7)
Net Operating Results	10.1	25.3	(4.2)
Non-Recoverable AOR Adjustment	(97.0)	(95.5)	(130.3)
Accumulated Operating Results	204.7	134.5	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. The FY 2013 and FY 2014 non-recoverable AOR adjustments reconcile Accumulated Operating Results with cash transferred from the account in FY 2012, \$120 million and FY 2013, \$33 million. Additionally a portion of the FY 2014 and all of the FY 2015 Non-Recoverable AOR adjustment ensures SMAG-Retail cash balances are sufficient for daily cash reporting the Treasury Department is initiating in FY 2015.

Cash Management

(Dollars in Millions)	FY 2013	FY 2014	FY 2015
BOP Cash Balance	\$228.30	\$230.30	\$176.70
Disbursements	\$3,353.40	\$3,658.10	\$3,734.30
Collections	\$3,343.00	\$3,542.80	\$3,689.60
Transfer Ins/Outs*	(\$33.00)	\$0.00	\$0.00
WRM	\$45.50	\$61.70	\$61.70
EOP Cash Balance	\$230.30	\$176.70	\$193.80

In FY 2013 \$33.0 million was transferred to TWCF, partially 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.

Dollars in Millions	FY 2013	FY 2014	FY 2015
Peacetime			
General Support Division	\$747.9	\$587.4	\$605.7
Medical-Dental Division	\$129.1	\$134.0	\$139.2
Academy Division	\$0.04	\$0.04	\$0.04
WRM			
Medical-Dental Division	\$1.3	\$1.4	\$1.4
Total SMAG-Retail	\$878.34	\$722.8	\$746.3

In FY 2013 GSD undelivered material orders are expected to be \$748 million or about 36% of the total material obligations for the year. The GSD goal is to reduce undelivered material orders to 25% of the total material obligations in FY 2014 and FY 2015 and is the basis for the budget estimates.

SMAG–Retail Budget Overview

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's undelivered orders are 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 2013	FY 2014	FY 2015
General Support	2.61%	6.21%	(2.82%)
Medical-Dental	(6.70%)	6.35%	1.30%
Academy	(7.43%)	14.01%	(21.02%)
SMAG-Retail	(0.19%)	6.25%	(1.69%)

The General Support Division's FY 2015 -2.82% price decrease is primarily due to customer demand declining relative to FY 2014 PB price projections. However, material costs increase 1.2% while the surcharge decreases from 5.15% in FY 2014 to 4.65% in FY 2015.

The Medical-Dental Division's 1.30% price change in FY 2015 reflects a smaller return of prior year gains than in FY 2014.

The Air Force Academy's (21.02%) price change in FY 2015 is primarily due to return of prior year gains.

Stockage Effectiveness

Division	FY 2013	FY 2014	FY 2015
General Support	87%	90%	90%
Medical-Dental	87%	87%	87%
Academy	99%	99%	99%
SMAG-Retail	87%	89%	89%

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

	FY 2013	FY 2014	FY 2015
GSD Mission Capable (MICAP) Hours*			
Actual Performance	1,062		
Objective	1,432	1,432	1,432

*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

GSD Customer Wait Time (CWT)	FY 2013	FY 2014	FY 2015
Actual Performance	7.9		
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 2013	FY 2014	FY 2015
Number of Issues	6,216,042	6,542,942	6,647,814
Number of Receipts	5,761,975	6,196,944	6,320,443
Number of Requisitions	6,502,188	6,840,128	6,940,277
Contracts Executed	57,338	60,018	62,130
Purchase Inflation	4.2%	2.9%	2.1%
Items Managed	1,433,896	1,429,567	1,429,640

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

	FY2013	FY2014	FY2015
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	8.256	(4.455)	1.301
(b) Missile Procurement	.012	.008	.008
(c) Other Procurement	3.035	.660	.648
(d) Military Construction	.000	.275	.000
(e) Operation & Maintenance - AF	854.465	906.320	993.947
(f) Operation & Maintenance - AFRC	65.216	71.721	71.014
(g) Operation & Maintenance - ANG	149.815	173.413	158.652
(h) Research & Development - AF	19.013	19.697	20.717
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	2.704	.581	1.705
(k) Guard Personnel - ANG	1.112	.152	.781
(l) Family Housing	.728	.556	.742
(m) Special Trust Funds	5.329	4.629	5.953
(n) Other Air Force	.036	.021	.028
Total Air Force	1,109.720	1,173.577	1,255.495
(2) Army	2.832	1.568	1.851
(3) Navy	3.876	3.870	4.033
(4) MAP Grant Aid	(.040)	.042	.002
(5) Other DOD	999.627	1,216.222	1,227.467
Total DOD excluding WCF	2,116.015	2,395.280	2,488.849
b. Orders From Other Fund Activity Groups			
(1) Other AF Supply Management Activity Groups	.705	.882	1.843
(2) Transportation Activity Group - TRANSCOM	102.690	115.437	118.371
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,052.924	1,120.571	1,129.115
(4) Other WCF Activity Groups	.019	.009	.009
(5) Commissary, Sur. Coll.	.004	.008	.003
Total Other Fund Activity Groups	1,156.341	1,236.906	1,249.342
c. Grand Total DOD	3,272.356	3,632.186	3,738.191

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) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

	FY2013	FY2014	FY2015
d. Other Orders			
(1) Other Federal Agencies	3.911	3.307	3.078
(2) Non Federal Agencies	.616	1.246	.865
(3) FMS	10.625	1.540	2.269
Total Other Orders	15.151	6.094	6.213
Total New Gross Orders	3,287.508	3,638.280	3,744.403
2. Carry-In Orders (BOP)	824.169	780.333	738.665
3. Total Gross Orders	4,111.676	4,418.614	4,483.068
4. Carry-Out Orders (-) (EOP)	780.333	738.665	747.080
5. Gross Sales (-)	3,331.343	3,679.949	3,735.988
6. Credit Returns (-)	49.288	68.761	72.026
7. Net Sales	3,282.056	3,611.188	3,663.963

Fund 11 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) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

	FY2013	FY2014	FY2015
Revenue:			
Gross Revenue from Sales	3,331.343	3,679.949	3,735.988
Less Credit Returns	49.288	68.761	72.026
Net Revenue from Sales	3,282.056	3,611.188	3,663.963
Other Revenue	8.042	.000	.000
Direct Appropriation	54.468	61.731	61.717
Total Net Revenue	3,344.566	3,672.919	3,725.680
Expense:			
Cost of Material Sold	3,208.149	3,504.582	3,581.552
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	3,208.149	3,504.582	3,581.552
Inventory Losses / Obsolescence	52.445	(7.000)	(7.000)
Cost of Direct Reimbursable Material	7.698	.000	.000
Initial Spares	.000	.000	.000
Readiness Spares Package	.000	.000	.000
Mobilization	7.698	.000	.000
Other Direct Reimbursements	.000	.000	.000
Subtotal Material Expenses	3,268.291	3,497.582	3,574.552
Business Operations			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.024	.120	.122
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	28.273	32.459	35.955
Transportation of Things	40.335	45.065	45.945
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.871	.975	1.011
Rent, Comm, Utilities and Misc Charges	.998	1.895	1.929
Other Purchased Services	8.090	7.818	8.647
Subtotal Business Operations	78.591	88.332	93.608
Total Expenses	3,346.882	3,585.914	3,668.161

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) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

	FY2013	FY2014	FY2015
Operating Result	(2.315)	87.005	57.519
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	.000	(61.731)	(61.717)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	12.449	.000	.000
Other Changes (NOR)	.000	.000	.000
NET OPERATING RESULT (NOR)	10.134	25.274	(4.198)
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	291.557	204.691	134.495
Accumulated Operating Result (AOR)	301.691	229.965	130.298
Non-Recoverable Adjustment (AOR)	(97.000)	(95.470)	(130.298)
Accumulated Operating Result for Budget Purposes	204.691	134.495	(.000)

Note the FY 2013 and FY 2014 Non-recoverable AOR adjustments are required to prevent return of gains in future rates because cash was transferred from GSD in FY 2012 (\$120 million to Air Force Operation and Maintenance) and in FY 2013 (\$33 million to TWCF). FY 2015 AOR is adjusted \$130.3 million to maintain sufficient operating cash flow for the rigors of daily cash reporting which begins October 2014.

SM-1
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<u>FY2013</u>									
GSD	2,275.485	2,269.230	2,156.487	.000	.000	2,156.487	.000	.000	2,156.487
Med/Dent	957.631	1,007.721	1,054.320	67.676	.000	1,121.996	.000	.000	1,121.996
Academy	5.104	5.104	4.357	.000	.000	4.357	.000	.000	4.357
Total SMAG-Retail	3,238.220	3,282.056	3,215.164	67.676	.000	3,282.840	.000	200.000	3,482.840
<u>FY2014</u>									
GSD	2,406.348	2,489.843	2,433.796	.000	.000	2,433.796	.000	.000	2,433.796
Med/Dent	1,158.431	1,116.605	1,153.974	69.773	.000	1,223.747	.000	.000	1,223.747
Academy	4.740	4.740	5.144	.000	.000	5.144	.000	.000	5.144
Total SMAG-Retail	3,569.519	3,611.188	3,592.914	69.773	.000	3,662.687	.000	550.000	4,212.687
<u>FY2015</u>									
GSD	2,501.068	2,501.068	2,479.354	.000	.000	2,479.354	.000	.000	2,479.354
Med/Dent	1,165.437	1,157.022	1,189.131	68.717	.000	1,257.848	.000	.000	1,257.848
Academy	5.873	5.873	6.675	.000	.000	6.675	.000	.000	6.675
Total SMAG-Retail	3,672.378	3,663.963	3,675.160	68.717	.000	3,743.877	.000	550.000	4,293.877

The WRM Direct Appropriation column above includes the direct appropriation, prior year and replenish/repair WRM reinvestment (from WRM Sales), obligation targets. See SM-6 for the breakout of data.

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2015
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March 2014

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)	13.175	20.977	(7.862)	.060
c. Inv Reclassified & Repriced	2,488.348	576.077	1,337.496	574.775
3. Receipts at MAC	3,379.215	67.676	3,311.539	.000
4. Sales at Standard	3,336.004	7.698	3,215.474	112.832
5. Inventory Adjustments				
a. Capitalization + or (-)	(4.196)	(.263)	(3.919)	(.014)
b. Returns from Customers for Credit	1.400	.000	1.400	.000
c. Returns from Customers w/o Credit	438.352	.484	437.867	.000
d. Returns to Suppliers (-)	(102.142)	(.079)	(101.938)	(.124)
e. Transfers to Property Disposal (-)	(696.783)	(47.391)	(644.856)	(4.536)
f. Issues/Receipts w/o Reimbursement	342.217	7.023	335.194	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(39.994)	(17.852)	(22.142)	.000
2. Discounts on Returns	(82.081)	.000	(82.081)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	7.309	(.606)	7.915	.000
6. Physical Inventory Adj	33.566	(.446)	34.013	.000
7. Accounting Adjustments	(33.412)	.328	(33.687)	(.054)
8. Shipment Discrepancies	32.234	5.162	27.072	.000
9. Other Gains/Losses	(33.399)	(40.405)	1.091	5.915
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	13.275	13.670	.573	(.968)
12. Other Adjustments - Total	(102.501)	(40.148)	(67.245)	4.892
h. Total Adjustments	(123.652)	(80.373)	(43.497)	.218
6. Inventory EOP	2,407.908	555.682	1,390.065	462.161
7. Inventory EOP, Revalued (MAC, Discounted)	2,407.908	555.682	1,390.065	462.161
a. Economic Retention (Memo)	22.522	.000	.000	22.522
b. Contingency Retention (Memo)	303.754	.000	.000	303.754
c. Potential DOD Reutilization (Memo)	134.486	.000	.000	134.486
8. Inventory on Order Cost EOP (Memo)	470.600	.000	410.888	59.712

SM-4 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) 2015
Budget Estimates
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Supply Management Activity Group - Retail

FY2014	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,407.908	555.682	1,390.065	462.161
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(24.333)	.000	(24.333)	.000
c. Inv Reclassified & Repriced	2,383.575	555.682	1,365.732	462.161
3. Receipts at MAC	3,630.283	61.731	3,568.552	.000
4. Sales at Standard	3,656.930	.007	3,656.923	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	(.007)	.000	.000	(.007)
b. Returns from Customers for Credit	69.006	.000	69.006	.000
c. Returns from Customers w/o Credit	396.840	.000	396.840	.000
d. Returns to Suppliers (-)	(165.122)	.000	(164.812)	(.310)
e. Transfers to Property Disposal (-)	(352.792)	(21.180)	(257.624)	(73.988)
f. Issues/Receipts w/o Reimbursement	(41.659)	6.200	(47.859)	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(40.165)	(25.110)	(15.055)	.000
2. Discounts on Returns	18.095	.000	18.095	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	17.745	(.225)	17.970	.000
6. Physical Inventory Adj	18.120	.000	18.120	.000
7. Accounting Adjustments	18.095	.000	18.095	.000
8. Shipment Discrepancies	18.095	.000	18.095	.000
9. Other Gains/Losses	25.254	.000	18.095	7.159
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	75.239	(25.335)	93.415	7.159
h. Total Adjustments	(18.495)	(40.315)	88.966	(67.146)
6. Inventory EOP	2,338.433	577.091	1,366.327	395.015
7. Inventory EOP, Revalued (MAC, Discounted)	2,338.433	577.091	1,366.327	395.015
a. Economic Retention (Memo)	22.522	.000	.000	22.522
b. Contingency Retention (Memo)	303.754	.000	.000	303.754
c. Potential DOD Reutilization (Memo)	67.243	.000	.000	67.243
8. Inventory on Order Cost EOP (Memo)	723.100	1.353	721.747	.000

SM-4 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) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

FY2015	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,338.433	577.091	1,366.327	395.015
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(21.333)	.000	(21.333)	.000
c. Inv Reclassified & Repriced	2,317.100	577.091	1,344.994	395.015
3. Receipts at MAC	3,699.403	61.717	3,637.686	.000
4. Sales at Standard	3,708.898	.007	3,708.891	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	.000	.000	.000	.000
b. Returns from Customers for Credit	71.836	.000	71.836	.000
c. Returns from Customers w/o Credit	405.089	5.000	400.089	.000
d. Returns to Suppliers (-)	(170.069)	(.080)	(169.909)	(.080)
e. Transfers to Property Disposal (-)	(333.883)	(23.000)	(277.262)	(33.621)
f. Issues/Receipts w/o Reimbursement	(42.150)	4.100	(46.250)	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(26.700)	(18.100)	(5.100)	(3.500)
2. Discounts on Returns	17.177	.000	17.177	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	16.939	(.215)	17.154	.000
6. Physical Inventory Adj	17.207	.000	17.207	.000
7. Accounting Adjustments	17.177	.000	17.177	.000
8. Shipment Discrepancies	17.177	.000	17.177	.000
9. Other Gains/Losses	20.845	.000	17.177	3.668
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	79.822	(18.315)	97.969	.168
h. Total Adjustments	10.645	(32.295)	76.473	(33.533)
6. Inventory EOP	2,318.250	606.506	1,350.262	361.482
7. Inventory EOP, Revalued (MAC, Discounted)	2,318.250	606.506	1,350.262	361.482
a. Economic Retention (Memo)	22.522	.000	.000	22.522
b. Contingency Retention (Memo)	303.754	.000	.000	303.754
c. Potential DOD Reutilization (Memo)	33.621	.000	.000	33.621
8. Inventory on Order Cost EOP (Memo)	746.711	1.406	745.305	.000

SM-4 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

FY2013

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	555.100	555.100	.000
2. Price Change	20.977	20.977	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	(20.395)	(20.395)	.000
a. Receipts @ std	68.160	68.160	.000
(1). Purchases	67.676	67.676	.000
(2). Returns from customers	.484	.484	.000
b. Issues @ std	(55.168)	(55.168)	.000
(1). Sales	(7.698)	(7.698)	.000
(2). Returns to suppliers	(.079)	(.079)	.000
(3). Disposals	(47.391)	(47.391)	.000
c. Adjustments @ std	(33.388)	(33.388)	.000
(1). Capitalizations	(.263)	(.263)	.000
(2). Gains and losses	7.023	7.023	.000
(3). Other	(40.148)	(40.148)	.000
Inventory EOP	555.682	555.682	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	45.452
ii. Prior Year	5.624
b. Replen/Repair WRM -Reinvest (from WRM Sales)	16.600
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	67.676

SM-6 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

FY2014

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	555.682	555.682	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	21.409	21.409	.000
a. Receipts @ std	61.731	61.731	.000
(1). Purchases	61.731	61.731	.000
(2). Returns from customers	.000	.000	.000
b. Issues @ std	(21.187)	(21.187)	.000
(1). Sales	(.007)	(.007)	.000
(2). Returns to suppliers	.000	.000	.000
(3). Disposals	(21.180)	(21.180)	.000
c. Adjustments @ std	(19.135)	(19.135)	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	6.200	6.200	.000
(3). Other	(25.335)	(25.335)	.000
Inventory EOP	577.091	577.091	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	61.731
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from WRM Sales)	8.042
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	69.773

SM-6 Supply Management Activity Group - Retail

SM-6
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

Supply Management Activity Group - Retail

FY2015

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	577.091	577.091	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	29.415	29.415	.000
a. Receipts @ std	66.717	66.717	.000
(1). Purchases	61.717	61.717	.000
(2). Returns from customers	5.000	5.000	.000
b. Issues @ std	(23.087)	(23.087)	.000
(1). Sales	(.007)	(.007)	.000
(2). Returns to suppliers	(.080)	(.080)	.000
(3). Disposals	(23.000)	(23.000)	.000
c. Adjustments @ std	(14.215)	(14.215)	.000
(1). Capitalizations	.000	.000	.000
(2). Gains and losses	4.100	4.100	.000
(3). Other	(18.315)	(18.315)	.000
Inventory EOP	606.506	606.506	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	61.717
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from WRM Sales)	7.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	68.717

SM-6 Supply Management Activity Group - Retail

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***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) 2015 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 DoD in time of peace and war, with a primary focus on wartime readiness. Our \$8 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. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense logistics enterprise.

DPO Cost Avoidance Initiatives: For FY 2013, the DPO has validated over \$563 million in cost avoidance initiatives. These efficiencies accrue to the DoD budget (primarily contingency supplementals) and allow the Services to purchase other high priority items. Initiatives include:

- Shifting transportation modes from air to sea and truck to rail
- Working with Combatant Commands to utilize the most efficient transportation modes
- Aggregation of cargo and passengers to use fewer aircraft
- Engaging Services early in deployment process to maximize use of sealift and multi-modal operations
- Improving container utilization on ocean liner missions
- Improving pallet and planeload utilization
- Rightsizing Theater Express

TWCF Budget Analysis Overview

- Tankering Fuel
- Combining Unit Line Number (ULN) movements to eliminate redeployment contingency missions

Costs

COST (\$ IN MILLIONS)	FY 2013	FY 2014	FY 2015
AMC	\$6,900	\$6,719	\$5,571
SDDC	\$2,791	\$2,984	\$1,984
MSC	\$642	\$619	\$682
Defense Courier Division (DCD)	\$7	\$9	\$8
Total	\$10,340	\$10,331	\$8,245

FY 2014 in the FY 2014 PB - FY 2014 Current Estimate:

Total USTRANSCOM: Cost decreased in FY 2014 by \$2,017 million, major changes are listed below:

- (\$1,838) million - Workload Changes due to Afghanistan Drawdown
- (\$182) million - Decreased Aircraft Maintenance due to Reduced C-17 Flying Hours
- +\$3 million - Other

FY 2014 - FY 2015:

Total USTRANSCOM: Cost decreased in FY 2015 by \$2,086 million, major changes are listed below:

- (\$2,041) million - Workload Changes due to Afghanistan Drawdown
- (\$148) million - Decreased Aircraft Maintenance due to C-5 Depot Maintenance
- (\$59) million - Other
- +\$151 million - Pricing Changes
- +\$11 million - Increased Ship Maintenance due to Maintenance Cycle

Revenue

REVENUE (\$ IN MILLIONS)	FY 2013	FY 2014	FY 2015
AMC	\$7,117	\$6,194	\$5,704
SDDC	\$2,599	\$3,152	\$2,205
MSC	\$745	\$645	\$621
DCD	\$9	\$8	\$4
Total	\$10,470	\$9,999	\$8,534

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 cost of the unique readiness requirements of military airlift operations. The FY 2015 revenue is based on known and anticipated orders, primarily from DoD, and where mutually advantageous, from non-DoD customers.

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

NOR/AOR (\$ IN MILLIONS)	FY 2013	FY 2014	FY 2015
NOR	\$130	-\$332	\$289
Recoverable AOR	-\$136	-\$243	\$43

TOTAL FY 2014 USTRANSCOM OPERATING RESULT: FY 2014 President’s Budget estimated operating result was a positive \$92 million. The current FY 2014 estimate is a negative \$332 million, a decrease of \$424 million.

- (\$641) million – Workload Changes
- +\$182 million – Decreased Aircraft Maintenance
- +\$35 million – Other

FY 2015 RECOVERABLE AOR: The Recoverable AOR of \$43 million is the result of recovering SDDC Port Operations AOR over two years.

Disbursements, Collections, and Net Outlays

(\$ IN MILLIONS)	FY 2013	FY 2014	FY 2015
Disbursements	\$10,307	\$10,269	\$8,993
Collections	\$10,780	\$10,028	\$8,371
Net Outlays	(\$473)	\$241	\$622
Ending Cash Balance	\$727	\$486	(\$136)

FY 2013 USTRANSCOM CASH: FY 2013 President’s Budget estimated cash for FY 2013 was \$358 million. The FY 2013 actual cash is \$727 million, an increase of \$369 million. The increase in operating results in FY 2013 is primarily due to lower aircraft maintenance CLS cost, lower aircraft contract cost and moving prepositioned ships to reduced operating status.

FY 2014 USTRANSCOM CASH: FY 2014 cash decreases \$241 million based on a \$424 million lower NOR than budgeted due to decreases in workload and maintenance, and not fully collecting Service Level Bills such as ARA.

FY 2015 USTRANSCOM CASH: FY 2015 cash decreases \$622 million which is result of positive \$289 million NOR, but is offset by not fully collecting forecasted Service Level Bills, such as ARA (\$927 million).

Customer Rate Changes

AMC RATE CHANGES	FY 2014	FY 2015
Channel Passenger	1.9%	1.8%
Channel Cargo	1.9%	1.8%
SAAM/JCS	2.7%	12.8%
Training	0.9%	31.9%

MSC RATE CHANGES	FY 2014	FY 2015
Petroleum Tankerships	-6.3%	28.6%
Surge ROS	-23.0%	7.7%
Army Afloat Prepositioning	14.5%	-32.5%
Air Force Afloat Prepositioning	-6.2%	-47.0%
Chartered Cargo	11.1%	-0.9%

SDDC RATE CHANGES	FY 2014	FY 2015
Port Operations	39.0%	-22.3%
Global POV	24.0%	2.8%
Liner Ocean Transportation	14.4%	15.2%

DCD RATE CHANGES	FY 2014	FY 2015
Pounds Delivered	1.6%	-46.9%

Capital Investment Program (CIP)

This budget enables USTRANSCOM to continue system enhancements and upgrades to ensure readiness for the 21st century. USTRANSCOM revised our internal corporate governance process and operational requirements, reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals. This results in a command net decrease of \$22 million. This brings the total IT reduction to \$50 million in FY 2015 and \$100 million in FY 2016).

Our CIP includes investment in Equipment, Automated Data Processing Equipment (ADPE) and Telecommunications Equipment, Software Development, and Minor Construction. The CIP also enables the DPO to rapidly produce or modify software/ADPE applications to meet emerging distribution portfolio requirements. The Distribution Portfolio Manager (DPFM) recommends capability-based decisions on whether to develop, combine, modify, or terminate DoD distribution related systems. Defense Personal Property System (DPS), Global Decision Support System (GDSS), Mobility Air Forces Flight Planning Services (MAFPS), and Automated Transportation for the 21st Century (AT21) are our major CIP transformational system efforts. 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. AT21 will optimize end-to-end delivery of sustainment to maximize time-definite delivery at the lowest overall supply chain cost. 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 will sustain Asset Visibility (AV) within the IGC program and bill the services for costs incurred relating to AV access. This is allowing a "one stop shop" for the warfighter when they are tracking their goods through the DTS.

This submission incorporates USTRANSCOM implementation of the Distribution Process Owner (DPO) Secure Enclave (DSE) /Common Computing Environment (CCE). DSE/CCE provides the basic infrastructure consolidation environment to host USTRANSCOM and Transportation Component Commands applications. This implementation fuses the number of physical servers, facilities, and support personnel, and improves computing utilization and increased cyber security.

TWCF Budget Analysis Overview

CIP

CIP (\$ IN MILLIONS)	FY 2013	FY 2014	FY 2015
Equipment	\$1	\$3	\$3
ADPE and Telecom Equip	\$30	\$33	\$37
Software Development	\$136	\$129	\$95
Minor Construction	\$4	\$12	\$11
Total	\$171	\$177	\$146

Manpower Trends

USTRANSCOM's staffing is comprised of approximately 74 percent military and 26 percent civilian. Maintaining a ready airlift capability consumes approximately 86 percent of the workforce. MSC meets the majority of its requirements through commercial charter and port 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

	FY 2013	FY 2014	FY 2015
Army	234	239	239
Navy	155	175	174
Marine Corps	11	12	12
Air Force	12,215	13,792	12,663
Total Military End Strength	12,615	14,218	13,088
Total Military Workyears	11,425	12,695	11,682

Civilian End Strength

	FY 2013	FY 2014	FY 2015
U.S. Direct Hire	3,523	3,855	3,855
Foreign National Direct Hire	196	208	208
Foreign National Indirect Hire	361	422	422
Total Civilian End Strength	4,080	4,485	4,485

Civilian Full-Time Equivalents

	FY 2013	FY 2014	FY 2015
U.S. Direct Hire	3,682	3,824	3,824
Foreign National Direct Hire	204	206	206
Foreign National Indirect Hire	361	418	418
Total Civilian FTEs	4,247	4,448	4,448

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Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

United States Transportation Command

	Expenses
FY 2013 Estimated Actuals	\$10,339.9
FY 2014 Estimate in President's Budget	\$12,347.5
Estimated Impact in FY 2014 Actual FY 2013 Experience	\$0.0
Pricing Adjustments:	\$45.1
a. FY 2014 Pay Raises	\$0.2
(1) Civilian Personnel	(\$0.1)
(2) Military Personnel	\$0.3
b. Annualization of Prior Year Pay Raises	\$0.0
(1) Civilian Personnel	\$0.0
(2) Military Personnel	\$0.0
c. Commercial Transportation Pricing Changes	\$37.0
d. Increased Aircraft Maintenance Prices	\$8.4
e. Increased Depot Level Repairables	\$5.3
f. General Purchase Inflation	(\$5.8)
Productivity Initiatives & Other Efficiencies:	\$0.0
Program Changes:	(\$2,061.3)
a. Workload Changes	(\$1,837.9)
b. Decreased Aircraft Maintenance	(\$182.1)
c. Other	(\$41.3)
FY 2014 Current Estimate	\$10,331.3

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

United States Transportation Command

	Expenses
FY 2014 Current Estimate	\$10,331.3
Pricing Adjustments:	\$150.6
a. FY 2015 Pay Raise	\$3.8
(1) Civilian Personnel	\$3.2
(2) Military Personnel	\$0.6
b. Annualization of Prior Year Pay Raises	\$1.4
(1) Civilian Personnel	\$1.3
(2) Military Personnel	\$0.1
c. Commercial Transportation Pricing Changes	\$82.7
d. General Purchase Inflation	\$31.4
e. Increased Aircraft Maintenance Prices	\$21.1
f. Decreased Depot Level Repairables	(\$8.1)
g. Fuel Pricing	\$18.3
Productivity Initiatives & Other Efficiencies:	(\$2.0)
a. Cost Efficiencies	(\$0.9)
b. Fuel Efficiencies due to Policy	(\$0.6)
c. Fuel Efficiencies due to Information Technology Initiatives	(\$0.5)
Program Changes:	(\$2,235.3)
a. Workload Changes	(\$2,040.8)
b. Base Operating Support Changes	\$0.0
c. Container Detention Decrease	\$0.0
d. Increased Ship Maintenance	\$10.6
e. Decreased Aircraft Maintenance	(\$147.8)
f. Other	(\$57.3)
FY 2015 Estimate	\$8,244.6

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

United States Transportation Command

	FY2013	FY2014	FY2015
1. New Orders			
a. Orders From DOD Components:	9,565.2	9,358.8	7,967.3
Total Air Force	2,944.4	2,818.4	3,207.4
Military Personnel	185.2	209.9	201.4
Aircraft Procurement	.9	.3	.3
Missile Procurement	1.3	.8	.7
Other Procurement	11.3	11.9	10.4
Operations & Maintenance	2,478.9	2,376.5	2,647.0
Operations & Maintenance - ANG	18.3	16.6	14.5
Operations and Maintenance - AFRES	208.0	157.4	293.9
RDT&E	4.2	4.1	3.3
Other	36.3	40.9	35.9
Army	4,749.1	4,889.7	3,387.0
Military Personnel	217.1	231.1	216.6
Aircraft Procurement	1.2	1.5	1.3
Missile Procurement	.0	.0	.0
Other Procurement	6.4	28.6	27.2
AAFES	419.7	305.7	171.3
Operations and Maintenance	4,053.8	4,278.3	2,943.0
NG, O&M	8.7	7.1	3.0
Army Reserve	22.5	16.1	6.2
RDT&E	11.0	11.2	9.2
Other	8.7	10.1	9.2
Navy	1,152.6	883.3	717.7
Military Personnel	180.4	180.2	165.6
Aircraft Procurement	.0	.0	.0
NEXCOM	1.7	2.2	1.6
Operations and Maintenance	835.3	594.0	421.7
NG, O&M	.0	.0	.0
NDSF	130.7	102.4	124.5
RDT&E	2.2	1.7	1.2
Other	2.3	2.8	3.1
Marine Corps	297.9	327.2	276.9
Military Personnel	41.8	40.6	37.3

Fund 11 United States Transportation Command

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

United States Transportation Command

	FY2013	FY2014	FY2015
MCEX	.0	.0	.0
Operations and Maintenance	256.1	285.1	239.1
Other	.0	1.5	.5
OSD	421.2	440.2	378.3
Operations and Maintenance	406.1	419.5	364.9
JCS	109.1	156.1	168.7
SOCOM	202.4	179.9	133.8
Health Affairs	18.9	18.4	16.5
NSA	4.1	3.8	1.7
DIA	.1	.1	.1
DMA	.0	.0	.0
Other	68.4	56.8	41.4
DLA (Non-WCF)	3.1	4.4	2.7
DTS-PMO	.0	.0	.0
Procurement	2.6	3.9	2.4
Other	12.5	16.8	11.0
b. Orders From Other Fund Activity Groups	626.4	438.7	414.5
DECA	18.7	182.1	222.4
DLA	210.9	19.0	16.8
Other Orders	396.8	237.6	175.3
c. Total DOD	10,191.6	9,797.5	8,381.8
d. Other Orders	278.1	201.4	151.7
Other Federal Agencies	10.7	13.7	11.7
Trust Fund	.7	.5	.2
Non Federal Agencies	95.6	81.3	53.1
Foreign Military Sales	171.1	105.9	86.7
Total New Orders	10,469.7	9,998.9	8,533.5
2. Carry-In Orders	.0	.0	.0
3. Total Gross Orders	10,469.7	9,998.9	8,533.5
4. Funded Carryover	.0	.0	.0
5. Total Gross Sales	10,469.7	9,998.9	8,533.5

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) 2015
Budget Estimates
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United States Transportation Command	FY2013	FY2014	FY2015
Revenue			
Gross Sales	10,469.7	9,998.9	8,533.5
Operations	9,795.3	9,464.8	8,332.3
Capital Surcharge	.0	.0	.0
Cash Surcharge	488.4	327.5	.0
Depreciation excluding Maj Const	186.0	206.6	201.2
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
Total Income:	10,469.7	9,998.9	8,533.5
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	42.6	42.6	41.7
Civilian Personnel Compensation & Benefits	375.4	394.6	404.0
Travel and Transportation of Personnel	109.4	108.4	83.6
Materials and Supplies (For internal operations)	1,908.7	1,820.6	1,514.6
Equipment	2.3	4.0	4.2
Other Purchases from Revolving Funds	148.2	152.4	191.6
Transportation of Things	5,772.4	5,938.7	4,205.0
Depreciation - Capital	180.7	203.2	198.0
Printing and Reproduction	.1	.4	.4
Advisory and Assistance Services	14.2	36.5	36.8
Rent, Comm, Utilities and Misc Charges	44.1	60.8	59.7
Other Purchased Services	1,741.8	1,569.2	1,505.0
Total Expenses	10,339.9	10,331.4	8,244.6
Operating Result	129.8	(332.5)	288.9
Less Capital Surcharge Reservation	.0	.0	.0
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.0	.0	.0
Other Changes (NOR)	.0	.0	.0
Net Operating Result	129.8	(332.5)	288.9
Beginning AOR	(300.7)	(136.1)	(243.2)
Prior Year Adjustments	.0	.0	.0
Other Changes Affecting AOR	.4	.0	.0
Accumulated Operating Result	(170.5)	(468.6)	45.7
Non-Recoverable Adjustment Impacting AOR	34.4	225.4	(2.6)
Accumulated Operating Result for Budget Purposes	(136.1)	(243.2)	43.1

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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) 2015
Budget Estimates
March 2014

CSAG

Line Number	Item Description	FY2013		FY2014		FY2015	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	EQUIPMENT	59	138.867	49	129.894	58	159.644
	Maintenance Division	59	138.867	49	129.894	58	159.644
	Supply Division	0	0.000	0	0.000	0	0.000
	ADPE & TELECOM	8	4.648	14	15.514	1	1.635
	Maintenance Division	7	3.172	13	13.909	0	0.000
	Supply Division	1	1.477	1	1.605	1	1.635
	SOFTWARE DEVELOPMENT	3.2	8.430	3.2	6.672	4.2	12.281
	Maintenance Division	1	2.601	1	1.385	1	0.900
	Supply Division	2.2	5.829	2.2	5.287	3.2	11.381
	MINOR CONSTRUCTION	13	5.499	13	8.458	8	5.355
	Maintenance Division	13	5.499	13	8.458	8	5.355
	Supply Division	0	0.000	0	0.000	0	0.000
	TOTAL	83.2	157.444	79.2	160.537	71.2	178.915
	Capital Outlays (above threshold)		157.191		161.551		170.253
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		157.191		161.551		170.253
	Total Depreciation Expense		155.500		148.802		151.500

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

Fiscal Year (FY) 2015
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	86,078.0	86,078.0	1	67,867.7	67,867.7	1	92,815.0	92,815.0
Total	1	86,078.0	86,078.0	1	67,867.7	67,867.7	1	92,815.0	92,815.0
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)

Fiscal Year (FY) 2015
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	52,788.8	52,788.8	1	62,026.2	62,026.2	1	66,829.4	66,829.4
Total	1	52,788.8	52,788.8	1	62,026.2	62,026.2	1	66,829.4	66,829.4
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, 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.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>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.</p>									

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

Fiscal Year (FY) 2015
 Budget Estimates
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	3,171.6	3,171.6	1	13,908.6	13,908.6	0	0.0	0.0
Total	1	3,171.6	3,171.6	1	13,908.6	13,908.6	0	0.0	0.0
Narrative Justification:									
Description									
<p>This capability represents an array of capital ADPE and Telecommunications investments 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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	2,601.3	2,601.3	1	1,385.0	1,385.0	1	900.0	900.0
Total	1	2,601.3	2,601.3	1	1,385.0	1,385.0	1	900.0	900.0
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. For this FY15 PBR submission, the Automated Project Order (APO) System implements essential financial management of organic depot maintenance of USAF and USAF-supported aircraft, missiles and associated support equipment. APO also tracks expenditures against the authorized amount. This ensures total expenditures do not exceed established ceilings, which helps eliminate Antideficiency Act (ADA) violations. Sustainment is challenging given the basic documentation available and the shrinking pool of people trained to program and maintain applications in COBOL, CA IDEAL, JCL and CA Datacom/DB. Converting APO from a mainframe to a mid-tier run application promises to reduce expenditures by \$373,000. APO is on schedule to obtain NDAA certification NLT 30 Sep 13. To reduce program risk, the APO Program Management Office plans to have an experienced IT conversion contractor conduct a detailed Modernization and Code Assessment study. Initial FY14 tech refresh/development costs are further front loaded with more specific code analysis and tuning the conversion tool to APO's financial processes. Tech refresh/development costs will be less in FY15 and the first half of FY16 as code conversion and testing becomes a steady state process. The initial costs will insure an effective and efficient APO tech refresh/modernization.</p> <p>Mission Benefits: the modernization/tech refresh/tech migration will upgrade APO to a modern software suite and database and shift from a mainframe to a mid-tier computing environment. This will: (1) enhance required sustainment and system modifications capabilities, (2) reduce the risk of catastrophic software or system failures, (3) save APO \$373,000 annually in mainframe computer and support costs and (4) provide up-to-date software sustainment documents and BEA views.</p> <p>Deliverables: the deliverable will be the development of technically refreshed application software that has been transferred from a mainframe computer environment and deployed a mid-tier server computer environment.</p>									
Economic Analysis									
An Economic Analysis ifor APO s complete and should be ceitifed 1st Qtr FY14.									
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. Without a tech refresh of APO: (1) will become increasingly difficult to modify, maintain and sustain the system software, (2) will be at increasing risk of major software or system failure because fewer developers are available to sustain the system and the documentation is not sufficiently detailed for long-term sustainment, (3) an unnecessary \$373,000 in annual sustainment costs will continue (4) Business Enterprise Architecture (BEA) and DoD Architectural Framework (DODAF) views and documents will not comply with current requirements.</p>									

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

Fiscal Year (FY) 2015
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance		Line No. & Item Description MINOR CONSTRUCTION					Activity Identification HQ AFMC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	5,498.7	5,498.7	1	8,457.8	8,457.8	1	5,355.0	5,355.0
Total	1	5,498.7	5,498.7	1	8,457.8	8,457.8	1	5,355.0	5,355.0
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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	950.0	950.0	0	0.0	0.0	0	0.0	0.0
Total	1	950.0	950.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
Purchase Request Process System (PRPS) (Software): 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): FY13 NDAA certification was approved.									
Economic Analysis									
PRPS design, testing, and fielding is expected in FY13. PRPS (Software) BizTalk: A Cost Analysis has been completed and is on file for BizTalk. The Cost Analysis for BizTalk has a Return on Investment of 296%.									
Impact									
PRPS (Software) BizTalk: Funding the BizTalk services provides replacement service for the PRPS application and continuing interface process.									

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

Fiscal Year (FY) 2015
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	1,476.7	1,476.7	1	1,605.0	1,605.0	1	1,635.0	1,635.0
C. Software Development	1	4,879.0	4,879.0	1	4,962.0	4,962.0	1	5,056.0	5,056.0
Total	2	6,355.7	6,355.7	2	6,567.0	6,567.0	2	6,691.0	6,691.0
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									
An economic Analysis is on file for GCSS-AF DS.									
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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	1	325.0	325.0	1	325.0	325.0
Total	0	0.0	0.0	1	325.0	325.0	1	325.0	325.0
Narrative Justification:									
Description									
<p>Keystone enhancements that were scheduled for FY2013 came under the CIP threshold and were executed within the Keystone systems sustainment (operating) budget. The Keystone Decision Support System (KDSS) provides AFWCF sales and costs analysis capability and facilitates in-depth analysis of budgeted versus actual execution performance. 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, more refined analysis of foreign military sales billing anomalies and greater visibility into tracking quantities and costs of AF materiel stored by DLA to determine erroneous DLA billings.</p>									
Economic Analysis									
<p>An Economic Analysis is complete and is on file. NDAA Certification Status: Documentation for the FY14 Organizational Expenditure Plan (OEP) review process, which replaced the NDAA certification review process, was briefed and submitted to SAF/FMP in May 2013. FY14 OEP certification is expected prior to 1 Oct 13. The FY14 OEP certification only covers FY14. FY15 requirement will require a separate package submission for the FY15 OEP certification</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
 Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2015
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description REMIS				Activity Identification HQ AFMC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
Total	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
Requirement did not materialize. Original justification below:									
<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.</p>									
Economic Analysis									
An economic analysis is complete and on file for REMIS ADPE/Telecommunication.									
Impact									
Requirement did not materialize.									

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

Fiscal Year (FY) 2015
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description EXPRESS				Activity Identification HQ AFMC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
Total	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The FY13 CIP requirement of \$416,000 was not executed because the actual cost for this requirement was below the capital investment threshold. It has been determined that the amount to fund this requirement can be covered within the sustainment budget. 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 Reparables. 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>CIP funds were not required because the actual cost for this requirement was below the capital investment threshold. It has been determined that the amount required to fund this requirement can be covered within the current sustainment budget.</p>									

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Maintenance Division

Major Category	Initial Request	Current Proj Cost	Approved Change	Explanation
Non-ADPE	148.936	138.867	-10.069	
ADPE and Telcom	4.579	3.172	-1.407	
Software Development	0.000	2.601	2.601	
Minor Construction	7.090	5.499	-1.591	
Total FY2013	160.605	150.139	-10.466	
Non-ADPE	143.617	129.894	-13.723	
ADPE and Telcom	7.919	13.909	5.990	
Software Development	1.000	1.385	0.385	
Minor Construction	9.896	8.458	-1.438	
Total FY2014	162.431	153.645	-8.786	
Non-ADPE	159.644	159.644	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	0.900	0.900	0.000	
Minor Construction	5.355	5.355	0.000	
Total FY2015	165.899	165.899	0.000	

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

CSAG - Supply Division

Major Category	Initial Request	Current Proj Cost	Approved Change	Explanation
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	2.528	1.477	-1.051	
Software Development	7.319	5.829	-1.490	
Minor Construction	0.000	0.000	0.000	
Total FY2013	9.847	7.306	-2.541	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	1.605	1.605	0.000	
Software Development	5.287	5.287	0.000	
Minor Construction	0.000	0.000	0.000	
Total FY2014	6.892	6.892	0.000	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	1.635	1.635	0.000	
Software Development	11.381	11.381	0.000	
Minor Construction	0.000	0.000	0.000	
Total FY2015	13.016	13.016	0.000	

Fund 9A
(Dollars in Millions)

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

Fiscal Year (FY) 2015
Budget Estimates
March 2014

United States Transportation Command

Line Number	Item Description	FY2013		FY2014		FY2015	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.0		2.4		2.4
	Equipment-SDDC		1.2		0.3		0.9
	Subtotal		1.2		2.7		3.3
B.	ADPE/Telecomm						
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.7		0.8		1.0
	Information Assurance (IA)/Information Protection (IP) Operations		0.0		0.0		0.4
	Infostructure		9.9		13.8		14.7
	Int Data Environ/Global Trans Net Converg (IGC)		3.8		0.0		0.0
	Local Area Network (USTRANSCOM LAN)		3.6		10.6		10.4
	Global Air Transportation Execution System (GATES)		2.4		2.6		2.1
	Global Decision Support System (GDSS)		2.2		2.4		5.0
	Objective Wing Command Post (OWCP)		1.3		0.6		0.6
	Wing Local Area Network (LAN)		3.6		2.0		2.1
	Automated Transportation Data (AUTOSTRAD)		1.8		0.9		0.0
	Intelligent Road/Rail Information Server (IRRIS)		0.0		0.0		0.3
	Global Surface Distribution Management (GSDM)		1.0		0.0		0.0
	Subtotal		30.3		33.7		36.6
	C.	Software Development					
Agile Trans for the 21st Century (AT21)			14.2		15.6		11.4

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) 2015
Budget Estimates
March 2014

United States Transportation Command

Line Number	Item Description	FY2013		FY2014		FY2015	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Analysis of Mobility Platform (AMP)		4.4		2.5		2.4
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		4.0		9.1		5.2
	Corporate Data Solution (CDS)		5.4		1.8		2.3
	Defense Enterprise Acct & Mgmt System (DEAMS)		2.4		3.0		0.8
	Defense Personal Property System (DPS)		11.9		7.1		10.1
	Infostructure		1.7		0.5		0.5
	Int Data Environ/Global Trans Net Converg (IGC)		2.9		0.0		0.0
	Joint Flow & Analysis Sys for Trans (JFAST)		3.7		4.9		3.1
	Local Area Network (USTRANSCOM LAN)		10.8		0.0		0.0
	Single Mobility System (SMS)		0.0		0.8		0.7
	Security Engineering		1.0		1.1		1.1
	Global Command and Control System (GCCS)		0.0		1.0		1.0
	Consolidated Air Mobility Planning System (CAMPS)		3.3		0.0		0.0
	Core Automated Maintenance System (CAMS)		0.0		0.7		0.0
	Global Air Transportation Execution System (GATES)		7.2		0.6		0.0
	Global Decision Support System (GDSS)		30.5		33.1		19.5
	Mission Index Flying (MIF)		1.3		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) 2015
Budget Estimates
March 2014

United States Transportation Command

Line Number	Item Description	FY2013		FY2014		FY2015	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Mobility Air Forces Flight Planning Service		15.4		25.2		13.6
	System Integration		6.9		11.3		12.2
	Defense Enterprise Accounting and Management (DEAMS) System Component Billing System (DCBS)		0.0		0.8		0.8
	Core Enterprise Services (CES)		0.6		0.8		0.0
	Financial Management System (FMS)		0.6		0.5		0.0
	Automated Transportation Data (AUTOSTRAD)		0.5		0.0		0.0
	Global Freight Management (GFM)		0.8		1.8		3.3
	Integrated Booking System (IBS)		2.4		3.1		5.5
	Intelligent Road/Rail Information Server (IRRIS)		3.1		0.9		1.0
	Enterprise Support Services Command (ESS C4S)		1.1		2.6		0.0
	Subtotal		136.2		128.8		94.7
D.	Minor Construction						
	Minor Construction-AMC		2.1		9.0		9.0
	Minor Construction-DCD		0.0		0.9		0.7
	Minor Construction-SDDC		2.1		1.6		2.1
	Subtotal		4.2		11.5		11.8
	GRAND TOTAL		171.9		176.7		146.4
	Capital Outlays (above threshold)		150.0		182.0		162.7
	Capital Outlays (below threshold)		0.0		0.0		0.0
	Total Capital Outlays		150.0		182.0		162.7
	Total Depreciation Expense		180.7		203.2		198.0

Fund 9A United States Transportation Command

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	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)

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	1,200.0	1,200.0	0	340.0	340.0	0	920.0	920.0
Total	0	1,200.0	1,200.0	0	340.0	340.0	0	920.0	920.0
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									
FY13: 841st -Track Mobile (\$597); 596th-Container Handler (\$603) FY14: 596th - NORDCO Ballest Regulator (\$340) FY15: 596th - Fantuzzi Reachstacker 45T (\$920)									
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.									

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	14,186.0	14,186.0	0	15,625.0	15,625.0	0	11,418.0	11,418.0
Total	0	14,186.0	14,186.0	0	15,625.0	15,625.0	0	11,418.0	11,418.0
Narrative Justification:									
Description									
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.									
Mission Benefits									
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 Distribution Process Owner (DPO) performance measure framework for the Joint Deployment and Distribution Enterprise (JDDE), AT21 is improving delivery performance, decreasing costs given operational needs/constraints, and increasing throughput and visibility.									
Deliverables									
FY13 - 14: Continuous Process Management capability, Optimization Capability; FY15 - FY16 Complete Process Management Capability and Optimization									
Economic Analysis									
Revisions to the Economic Analysis (EA) was certified in February 2010.									
Impact									
Inability to provide the mission benefits stated above resulting in inefficient operation of the Joint Deployment Distribution Enterprise (JDDE).									
Software									
AT21 will implement commercial and/or government off-the-shelf (COTS/GOTS) business process management and optimization tool suites.									

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,421.0	4,421.0	0	2,544.0	2,544.0	0	2,449.0	2,449.0
Total	0	4,421.0	4,421.0	0	2,544.0	2,544.0	0	2,449.0	2,449.0
Narrative Justification:									
Description									
AMP is an end-to-end modeling and simulation environment which supports joint collaborative programmatic analysis, planning, execution analysis, experimental operations analysis, and peacetime operations. A primary focus of AMP is to support programmatic analysis. AMP allows mobility analysts to provide multi-level detailed analyses to support DOD mobility analytical studies. AMP serves as a platform to support futuristic programmatic studies and analyses such as mobility requirements studies and quadrennial defense reviews; it also has implications for component and Combatant Command (COCOM) planners and area of responsibility directors of mobility forces (DIRMOBFOR).									
Mission Benefits									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning.									
Deliverables									
FY13 - Design and development of large capabilities within AMP: Amphibious Operations including Joint Logistics Over-The-Shore (JLOTS) and Sea-basing Operations, and Modeling for Air Refueling, Aeromedical Evacuation, Tanker aircraft moving freight and cargo, and Home Defense Distribution. FY14 - AMP begins development of Increment IV, which consists of the Prototyping and Engineering Development to enhance the existing models within AMP. Specific enhancements include the modeling of Intermodal Operations; Ammunition Distribution; Inland Waterway Routing; Petroleum, Oil and Lubricant (POL) Terminals; integration with the Joint Staff's current warfight model. Increment IV enhancements and sustainment will be supported by Transportation Working Capital Funds (TWCF). Initial Operational Capability (IOC) for AMP Increment IV is planned for 2nd Quarter, Fiscal Year 2015 (2QFY15); Full Operational Capability (FOC) is planned for 4QFY17.									
Economic Analysis									
Economic Analysis: Certified on 7 June 2013									
Impact									
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.									
Software									
N/A									

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,806.0	1,806.0	0	883.0	883.0	0	0.0	0.0
C. Software Development	0	509.0	509.0	0	0.0	0.0	0	0.0	0.0
Total	0	2,315.0	2,315.0	0	883.0	883.0	0	0.0	0.0
Narrative Justification:									
Description									
AUTOSTRAD is not a system but rather a program that supports SDDC global connectivity by providing and maintaining SDDC network infrastructure, communications support, SDDC Out Port support; and Enterprise License Agreement support including Oracle (FY13). In turn, global connectivity enables SDDC to accomplish its mission in support of the Defense Transportation System and USTRANSCOM.									
Mission Benefits									
The AUTOSTRAD program supports approximately 2,400 individuals at 52 worldwide locations, five major subordinate commands, and ports. The program provides for operations, maintenance and life cycle HW replacement of Local Area Network (LAN)/Wide Area network (WAN) architecture components (including wireless), Information Assurance, 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.									
Deliverables									
FY13: Oracle ELA and Hand Held Terminal modernization. FY14: Military Ocean Terminal Sunny Point network infrastructure upgrade. FY15:N/A									
Economic Analysis									
Economic Analysis: Certified 15 Jun 10.									
Impact									
IMPACT: With reduced funding, Out Ports would be required to operate using legacy and soon to be unsupported hardware – increasing the risk of system failure									
Software									
N/A									

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	697.0	697.0	0	815.0	815.0	0	1,035.0	1,035.0
C. Software Development	0	4,023.0	4,023.0	0	9,060.0	9,060.0	0	5,197.0	5,197.0
Total	0	4,720.0	4,720.0	0	9,875.0	9,875.0	0	6,232.0	6,232.0
Narrative Justification:									
Description									
Joint Information Environment-Transportation (JIE-T) / Common Computing Environment (CCE) provides the basic infrastructure consolidation environment to host USTRANSCOM and Transcom Command Components (TCC) Command & Control (C2) Applications. This environment includes the hardware requirements for USTRANSCOM systems and programs of record.									
Mission Benefits									
Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM JIE-T/CCE. Provides common platform services, which improves security, provides access control and disaster recovery. Additionally, JIE-T/CCE provides opportunities to leverage a certified and accredited enterprise development and deployment environment responsive to dynamic customer/mission demands in an agile fashion. JIE-T/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: Network migration for TCCs into single Computer Network Defense Service Provider (CNDSP) enclave. FY14-15 Deliverables: (1) Enterprise Application Services (EAS) includes front end development and customization of Commercial Off-The-Shelf (COTS) and non-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)

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,336.0	3,336.0	0	0.0	0.0	0	0.0	0.0
Total	0	3,336.0	3,336.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
Consolidated 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 inter-theatre airlift requirements. The capability is used extensively in Central Command (CENTCOM) Area of Responsibility (AOR) at this time. CAMPS will continue to maintain the system and upgrade as required following the requirements approved under the MAF C2 Framework Capabilities Document (CDD).									
Mission Benefits									
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.									
Deliverables									
FY13: Complete full Public Key Infrastructure (PKI) functionality into CAMPS applications to increase security of the system. 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.									
Economic Analysis									
Certified May 2007.									
Impact									
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. CAMPS would be unable to achieve USTRANSCOM's architecture goals and hardware maintenance costs would increase due to continued use of outdated hardware platforms.									
Software									
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.									

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

Fiscal Year (FY) 2015
 Budget Estimates
 March 2014

Fund 9B
 (Dollars in Thousands)

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	726.0	726.0	0	0.0	0.0
Total	0	0.0	0.0	0	726.0	726.0	0	0.0	0.0
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>FY14: 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 cannot meet AF requirements and fail to support FIAR mandates by 2017 along with data collection efficiencies associated with these requirements.</p>									
Software									
<p>Not Applicable.</p>									

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

Fiscal Year (FY) 2015
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	581.0	581.0	0	798.0	798.0	0	0.0	0.0
Total	0	581.0	581.0	0	798.0	798.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>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.</p>									
Mission Benefits									
<p>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.</p>									
Deliverables									
<p>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.</p>									
Economic Analysis									
<p>Life Cycle Cost Estimate: February 2009.</p>									
Impact									
<p>MSC will not have a common platform and access to corporate database.</p>									
Software									
<p>N/A</p>									

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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	5,426.0	5,426.0	0	1,785.0	1,785.0	0	2,343.0	2,343.0
Total	0	5,426.0	5,426.0	0	1,785.0	1,785.0	0	2,343.0	2,343.0
Narrative Justification:									
Description									
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.									
Mission Benefits									
CDS will increase the effectiveness of Information Technology (IT) development and mission capability of USTRANSCOM, while decreasing overall cost.									
Deliverables									
FY13-18 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).									
Economic Analysis									
Economic analysis was certified in April 2009.									
Impact									
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).									
Software									
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) Op				Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	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	414.0	414.0
Total	0	0.0	0.0	0	0.0	0.0	0	414.0	414.0
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.									
Mission Benefits									
Provide ability to recognize, react to, and respond to threats, vulnerabilities, and deficiencies in systems and networks.									
Deliverables									
FY15: Equipment necessary to increase the cyber security of USTRANSCOM mission systems. Includes equipment and personnel to implement 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 cyber attacks resulting in the loss of critical command and control functions.									
Software									
No license fees apply									

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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,431.0	2,431.0	0	2,989.0	2,989.0	0	780.0	780.0
Total	0	2,431.0	2,431.0	0	2,989.0	2,989.0	0	780.0	780.0
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>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			Line No. & Item Description				Activity Identification		
Air Mobility Command			Defense Enterprise Accounting and Management (DEAMS) System Component Billing System (DCBS)				HQ AMC, Scott AFB IL		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	800.0	800.0	0	811.0	811.0
Total	0	0.0	0.0	0	800.0	800.0	0	811.0	811.0
Narrative Justification:									
Description									
Defense Component Billing System (DCBS) is a subsidiary ledger of DEAMS supporting the following objectives: processes transportation records into billable details, enabling AMC to support the financial requirements associated with cargo and passenger transportation services during war, contingencies, and peacetime operations. It also increases the efficiency of HQ AMC financial processes in all modes of operation by providing the tools to rapidly assimilate and assess revenue data, update financial data files and expedite billing of service-based revenue. DCBS provides information via web-based Management Dashboard to enable quick leadership review, command decision support and oversight of financial resources in operations. It also provides accurate AMC financial information through defined pre-validation and dispute processes.									
Mission Benefits									
Migrating Cargo and Billing System (CAB) into DCBS will streamline the TWCF billing data feed DEAMS, Financial Improvement and Audit Readiness (FIAR) compliance and ability to better manage TWCF cash balance.									
Deliverables									
FY14: Funds are for integration of SDDC's CAB into DCBS as required by USTC. FY15 Deliverables: Continue integration effort.									
Economic Analysis									
Completed by DEAMS.									
Impact									
Without the capital dollars to fund migration of SDDC into DCBS, OUSD(C) DCFO FM functional strategy for CAB will not be accomplished, thus USTC will continue to sustain a legacy billing system.									
Software									
DCBS uses ColdFusion Server 9.0, HBSS 4.5, Oracle Database- enterprise Edition 11g and Real Secure Server Senor 7.									

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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	11,863.0	11,863.0	0	7,147.0	7,147.0	0	10,096.0	10,096.0
Total	0	11,863.0	11,863.0	0	7,147.0	7,147.0	0	10,096.0	10,096.0
Narrative Justification:									
Description									
<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 provides 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 DPS Program Management Office for Household Goods Systems (DPS PMO HHGS) comprised of USTRANSCOM and matrixed SDDC personnel.</p>									
Mission Benefits									
<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. Program only provided 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>									
Deliverables									
<p>IAW Functional Review Board (FRB) requirements prioritization and approved funding: FY13 - Develop and Implement One Time Only - Boat One Time Only - Mobile Home One Time Only (OTO-BOTO-MOTO) capabilities. FY14 - New contract: Conduct requirements analysis and design for Non-Temporary Storage (NTS) capability. Conduct requirements analysis, design, and implement technology upgrades and architecture improvements. FY15 - Implement Non-Temporary Storage (NTS) capability. Implement rate filing, user management, and access control architecture improvements. Implement new functionality for document imaging and user role matrix capabilities.</p>									
Economic Analysis									
<p>The DPS EA was certified on 10 Oct 2012. The Analysis of Alternatives (AoA) was completed in 31 Jul 2010.</p>									
Impact									
<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>									
Software									
<p>DPS versions 1.5 through 4.0.</p>									

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Department of the Air Force			Line No. & Item Description				Activity Identification		
Surface Deployment and Distribution Center			Enterprise Support Services Command (ESS C4S)				SDDC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,144.0	1,144.0	0	2,632.0	2,632.0	0	0.0	0.0
Total	0	1,144.0	1,144.0	0	2,632.0	2,632.0	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 (USTC) Joint Distribution and Deployment mission. ESS provides enterprise architecture, change/configuration management, data management, information assurance, Identify Access Management (IdAM), private cloud computing, and consolidated helpdesk support for the operations and maintenance of the surface transportation systems.									
Mission Benefits									
USTC MAC II/III consolidated data center (private cloud) 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 - 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. FY14: Expose JCMC container asset management and container detention management through web service and ensure services produced by the Research and Development project (Container Identification and Management System) can be supported if determined a viable project and approved for transition. FY14/15: Integration/expansion of core SDDC CCE services to USTRANSCOM program of records.									
Economic Analysis									
Not Applicable.									
Impact									
Impact: CCE: Lack of funding will delay SDDC's/USTC's ability to provide data center consolidation and centralized network defense in support of Defense Transportation Systems and risk USTC's 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 and will increase risk of spiraling container detention charges.									
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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	554.0	554.0	0	540.0	540.0	0	0.0	0.0
Total	0	554.0	554.0	0	540.0	540.0	0	0.0	0.0

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 (JFIMP) 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 (JFIMP), 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 2013. 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"> - Non-compliant system. MSC would be forced to decommission the MSC-FMS system and unable to provide the capabilities described above - 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 - SFIS compliance - R12 is required for FMS to meet SFIS configuration requirements directed by OSD-DCMO - Unable to pay Civilian Mariner staff following UCPS decommissioning in 2014 - Would necessitate the creation of multiple manual processes and likely require hiring of additional government and contractor staff - Increased error rates from manual processes and inaccurate data on personal costs for reporting and decision making. - Requirement for manual reporting of MSC financial data to USTRANSCOM - Reduction in the timeliness and accuracy of financial data being reported - Unable to ensure data being sent from MSC conforms to accounting mandates - Unable to ensure all data elements are contained in MSC financial statement sent to USTRANSCOM - Unable to be supported on current hardware or infrastructure without datacenter migration - Unable to decommission and reduce footprint of separate budget preparation system and increase accuracy of budget submissions for NWCF/TWCF - Unable to replace automated vendor information transmission with the replacement of the SPS system. 		
Software		
Oracle COTS Products (ebusiness suite, Federal Financials, commercial modules, Hyperion).		

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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	2,383.0	2,383.0	0	2,574.0	2,574.0	0	2,130.0	2,130.0
C. Software Development	0	7,220.0	7,220.0	0	581.0	581.0	0	0.0	0.0
Total	0	9,603.0	9,603.0	0	3,155.0	3,155.0	0	2,130.0	2,130.0
Narrative Justification:									
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. GATES is mission-critical due to the fact that the ports sustain global air and surface movement of personnel and materiel and serve as the entrance into or departure from the country where located. 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) and feeds the Cargo and Billing System (CAB). 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									
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 a combination of Unix Servers and Windows based 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.									
Deliverables									
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 and FY15 Deliverables: Procurement of specialized equipment at world-wide aerial and surface ports.									
Economic Analysis									
Economic analysis completed in January 2009.									
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									
Alcatel, BRIO, CE Fusion, Hyperion, Movian, NetIQ, Oracle, Planet, TCC Radius, Rational, Reflections Secure IT, StoreEdge, Sybase, TogetherSoft.									

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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	2,227.0	2,227.0	0	2,436.0	2,436.0	0	5,035.0	5,035.0
C. Software Development	0	30,486.0	30,486.0	0	33,055.0	33,055.0	0	19,523.0	19,523.0
Total	0	32,713.0	32,713.0	0	35,491.0	35,491.0	0	24,558.0	24,558.0
Narrative Justification:									
Description									
<p>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 interoperates 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.</p>									
Mission Benefits									
<p>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.</p>									
Deliverables									
<p>FY13: Field GDSS versions 2.3.7; develop/field versions 2.3.8, 3.0 and 3.0.1 supporting migration to Web service only through 3.0.1 and develop/field Mobility Enterprise Information System (MEIS) versions 3.3.1, 3.3.2 and 3.3.4. Software modifications required for External Interface Changes; revised DMR and GAM functionality will be delivered in increments. To do this a refinement of requirements, architectures, system and data engineering, design, services definition, training plans, and testing and performance plans will be done prior to the start of the next increment. Operational prototypes for DMR and GAM to a limited number of users will be transitioned for fielding. Continue enterprise version of GAS by creating an updated architecture and begin internal and external systems changes. FY14: Planned investment is to continue with GDSS software update releases to include completing Web Client Only migration; transitioning selected functionality to applications-based modules in 2 major and 3 minor releases; and begin MEIS 4.X development. Continue to revise DMR and GAM functionality delivered in increments. Continue enterprise version of GAS by creating updating architecture and begin internal and external system changes. FY15: Planned investment is to continue with GDSS software updates releases while transitioning selected functionality to applications based modules in two major and three minor releases with MEIS 4.x development. Continue to revise DMR and GAM functionality, delivered in increments. Continue enterprise version of GAS, updating architecture, internal/external systems changes.</p>									
Economic Analysis									
<p>Certified May 2007. EA was submitted Mar 09; DMR EA completed May 2010, GAS/GAM completed June 2010, and GDSS EA submitted May 2011.</p>									
Impact									
<p>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.</p>									
Software									
<p>Microsoft Enterprise Server and Visual Basic, Oracle, PHP and Share Plex.</p>									

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 Surface Deployment and Distribution Center			Line No. & Item Description Global Freight Management (GFM)				Activity Identification SDDC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	788.0	788.0	0	1,817.0	1,817.0	0	3,338.0	3,338.0
Total	0	788.0	788.0	0	1,817.0	1,817.0	0	3,338.0	3,338.0
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 Financial and Air Clearance Transportation System (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 (TFG); 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.</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>FY13: Built new interfaces for carriers participating in the World Wide Express (WWX-5) contract to do business in GFM; Built 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. FY14: Provide four web services: Rate Quotation, Spot Bid, TFG, and DIS, also provide these capabilities to other systems via the SDDC Enterprise Service Bus eliminating the need for the TOs to switch between systems. These efforts will also eliminate the need to duplicate these capabilities elsewhere in the Enterprise. FY15: Support the transition from tender based carrier solicitation to Federal Acquisition Regulation (FAR) based contract carrier rates providing a more stable and predictable transportation availability and predictability. Secure the GFM system through elimination of direct database access through WYSE terminal emulators and provide an updated database maintenance capability. Develop/enhance system capabilities to improve operation processes, deliver information fidelity across the distribution environment, and deliver IT system capability to facilitate better coordination and synchronization of operations.</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
 Transportation Working Capital Fund (TWCF)

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 (Dollars in Thousands)

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,033.0	1,033.0	0	0.0	0.0	0	0.0	0.0
Total	0	1,033.0	1,033.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The Global Surface Distribution Management (GSDM) program provides the requisite capabilities (facility, HVAC, power, communications) to support SDDC port management operations anywhere in the world. Communications capabilities include NIPR, SIPR, voice, secure voice, and secure/non-secure VTC. Primary requirements driver for these deployable capabilities are in direct support of the Deployable Port Management Teams (DPM-T), Joint Task Force Port-Opening (JTF-PO) Aerial Port of Debarkation/Seaport of Debarkation (APOD/SPOD) missions, and SDDC Brigade/Battalion port operation support for reception, staging, onward movement, integration, sustainment, and redeployment of United States forces at military, common user, and contingency seaports worldwide. Platforms can support distribution missions in both limited to completely austere environments. The Deployable Port Operations Center (DPOC), Mobile Port Operations Center (MPOC), Small Port Operations Communications Kit (SPOCK), and Brigade Standard Communications Package (BSCP) provide a range of fully equipped, self-sustaining, command and control port management capability at surface locations where facilities for cargo documentation and processing, long haul telecommunications, and computer and office automation support are not available.</p>									
Mission Benefits									
Supports SDDC worldwide deployment and distribution mission in an austere environment and communication options in a port management mission set.									
Deliverables									
FY13: Completed Next-Generation Deployable Port Operations Center (DPOC) purchase and integration. Create the Brigade Standard Communications Package to implement at the five Brigades, and provide tailorable port management communication packages to the Deployable Port Management Teams (DPM-T)									
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 In transit Visibility (ITV) of sustainment cargo and unit equipment moving forward.									
Software									
Not applicable.									

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

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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Infostructure				Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	9,922.0	9,922.0	0	13,795.0	13,795.0	0	14,719.0	14,719.0
C. Software Development	0	1,748.0	1,748.0	0	500.0	500.0	0	465.0	465.0
Total	0	11,670.0	11,670.0	0	14,295.0	14,295.0	0	15,184.0	15,184.0
Narrative Justification:									
Description									
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.									
Mission Benefits									
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 the program.									
Deliverables									
FY13 Deliverables - Infostructure program is projected to provide hardware refresh/rollouts to Analysis of Mobility Platform (AMP), Global Decision Support System (GDSS), Consolidated Air Mobility Planning System (CAMPS), Joint Flow and Analysis System for Transportation (JFAST), and Intelligent Road/Rail Information Server (IRRIS). FY14 Deliverables - Infostructure programs providing hardware refresh/rollouts to AMP, Single Mobility System (SMS), CAMPS, Global Air Transportation Execution System (GATES), JFAST, and SDDC Enterprise Support Services (ESS). FY15 Deliverables: SMS, Commercial Operations Integrated System (COINS), AMP, CAMPS, GATES, GDSS, IRRIS, SDDC ESS.									
Economic Analysis									
Certified April 2009.									
Impact									
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.									
Software									
No license fees apply.									

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 Int Data Environ/Global Trans Net Converg (IGC)				Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	3,798.0	3,798.0	0	0.0	0.0	0	0.0	0.0
C. Software Development	0	2,860.0	2,860.0	0	0.0	0.0	0	0.0	0.0
Total	0	6,658.0	6,658.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
IGC is the DOD system of record for In-transit Visibility (ITV) and for Asset Visibility (AV). The enabling ITV capabilities leverage real time supply data generated by the Services and within Defense Logistics Agency (DLA), then consolidate and create that data - as well as historical data - available to the user. The enabling AV capabilities provide global visibility of assets in all classes of supply which is organized by categories: In-Process, In-Storage, In-Transit, Total Asset Visibility, and Reference Data. Utilizing IGC, USTRANSCOM optimizes the effectiveness and efficiency of the Department of Defense (DOD) logistics pipeline in support of the users, Military Services, Combatant Commands (COCOM), and Joint Task Forces (JTF).									
Mission Benefits									
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 Distribution Process Owner's (DPO) 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 Service Oriented Architecture (SOA) architecture to support the AT21 program.									
Deliverables									
FY13: Completed Technical Refresh of the Teradata Hardware. Teradata is the platform IGC uses to provide the Enterprise Warehouse Capability.									
Economic Analysis									
Economic Analysis completed in May 2007. Economic Analysis Update completed Oct 2011.									
Impact									
N/A									
Software									

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 Integrated Booking System (IBS)				Activity Identification SDDC		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,360.0	2,360.0	0	3,057.0	3,057.0	0	5,511.0	5,511.0
Total	0	2,360.0	2,360.0	0	3,057.0	3,057.0	0	5,511.0	5,511.0
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), 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.</p>									
Mission Benefits									
<p>IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command & 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>FY13: Capability to allow for automated booking and pricing of cargo movement utilizing the Universal Services Contract 7 Option, Azores Option1 and the Regional Domestic Contract 5 -Option 2; Provide a Web Service for shippers to submit the Export Traffic Release Request (ETRR) and receive the Export Traffic Release for cargo movements; Capability to receive mileage data via Web services from the Defense Table of Distance for calculating mileage during the booking process; Capability to provide a command base enterprise ordering booking role and allow the Brigades Shipper Quality Control Regional Offices (SQRs) to perform quality control checks on built ETRR's to ensure data accuracy in order to finalize the bookings.</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 not be able to function and DOD ocean cargo movement would not be supported by an automated system</p>									
Software									
N/A									

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 Intelligent Road/Rail Information Server (IRRIS)				Activity Identification SDDC		
Element of Cost	FY2013			FY2014			FY2015		
	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	303.0	303.0
C. Software Development	0	3,070.0	3,070.0	0	895.0	895.0	0	950.0	950.0
Total	0	3,070.0	3,070.0	0	895.0	895.0	0	1,253.0	1,253.0
Narrative Justification:									
Description									
The Intelligent Road/Rail Information Server (IRRIS) is a Geospatial Information System (GIS) mapping and situational awareness system which provides geospatial infrastructure data, services, analysis capabilities, integrated mission management functionality and detailed transportation infrastructure information.									
Mission Benefits									
IRRIS provides worldwide geospatial visualization and analysis capabilities along with the detailed infrastructure information visually displayed supporting planning, analysis, and mission management activities. 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 is providing geospatial visualization services, geospatial data services and geospatial data discovery and collaboration services for USTRANSCOM creating an environment to allow key government staff the real time and static information necessary for planning and executing to fulfill their mission.									
Deliverables									
FY13 & 14: Operationalize the Nodal Management and GIS initiatives; develop the capabilities to provide increased surface movement mission execution visibility of Arms, Ammunition, and Explosives (AA&E) shipments and 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. Provides enhanced surface movement mission execution throughout the pipeline. Map supplies worldwide and Visualization of Infrastructure Data Software Upgrade. Create the initial map viewer application hosted by IRRIS. FY14: Provide a common enterprise solution to allow GIS analyst to collaborate on product creation and dissemination (one authoritative source); Provide a common tool set for GIS products to be catalogued, and made available for analysts and operators' use; Improve Intransit Visibility (ITV)/Total Asset Visibility (TAV) safety and security of shipments and overall reliability of information with an improved Defense Transportation Tracking Service (DTTS) Emergency Notifier (DEN). Provide drillable satellite imagery of the actual truck/trailer position with first responder contact information hovering over with the same capability for stationary and overdue notifications. FY15: Enhance and further refine a map viewer service for greatest accessibility across the enterprise. The Java map viewer will feed to requiring programs. Create and host a solution for exchanging GIS data and map services and provide the services from a central point which is accessible to both internal and external customers. Create and provide a solution for a registry of GIS services and other useful GIS information available to the enterprise.									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
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									
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 USTRANSCOM Command Staff			Line No. & Item Description Joint Flow & Analysis Sys for Trans (JFAST)				Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,656.0	3,656.0	0	4,891.0	4,891.0	0	3,106.0	3,106.0
Total	0	3,656.0	3,656.0	0	4,891.0	4,891.0	0	3,106.0	3,106.0
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"> • Enhance planning support for Agile Transportation for the 21st Century (AT21) requirements; <input type="checkbox"/> • Modernized, Multi-Mode Scheduler; <input type="checkbox"/> • Better collaboration as all users will be using the same version of the program; <input type="checkbox"/> • Continued vendor support of the underlying software (.NET) Framework; <input type="checkbox"/> • Improved scenario run times and user experience with the program. 									
Deliverables									
<p>FY13 - JFAST web accessibility completed. This will allow Combatant Commands (COCOMs) to use JFAST over the web and standardize the version of software being used. FY13/14 - Begin code migration from Visual FoxPro, to .NET Framework. This is necessary as vendor support for Visual FoxPro is ceasing. Begin cutover to .NET Framework from the legacy system modules. 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. FY15/16 - Complete code migration from Visual FoxPro, to .NET Framework. New Development in Sealift and Airlift Estimators, Modern Scheduler enhancements for special categories, Checklists and C-Day handling. Dynamic loading capability for aircraft and ship configuration loading and process cargo handling through the intermediate location (ILOC).</p>									
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
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Fund 9B
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Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Local Area Network (USTRANSCOM LAN)					Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	3,648.0	3,648.0	0	10,611.0	10,611.0	0	10,356.0	10,356.0
C. Software Development	0	10,807.0	10,807.0	0	0.0	0.0	0	0.0	0.0
Total	0	14,455.0	14,455.0	0	10,611.0	10,611.0	0	10,356.0	10,356.0
Narrative Justification:									
Description									
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 Teleconfercing (VTC) technical upgrade support. Provides Audio Visual (AV) presentation system technical upgrade support.									
Mission Benefits									
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.									
Deliverables									
FY13 provides net efficiency through procurement of an Information Technology Service Management (ITSM) tool; includes a consolidation of funds to help streamline a Oracle Enterprise License Agreement bill and contracting process. FY14-15 includes historical estimates and technical planning for expected hardware refreshes and upgrades.									
Economic Analysis									
Life Cycle Cost Estimate (LCCE) certified March 2007.									
Impact									
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.									
Software									
N/A									

Activity Group Capital Investment Justification
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Fund 9B
 (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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,320.0	1,320.0	0	0.0	0.0	0	0.0	0.0
Total	0	1,320.0	1,320.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
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.									
Mission Benefits									
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 match 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.									
Deliverables									
FY13: Continuation of Overlay Integration effort.									
Economic Analysis									
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.									
Impact									
MIF/MIF Overlay was funded in FY13 and this is last year for capital at this time.									
Software									
MIF Software.									

Activity Group Capital Investment Justification
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Fund 9B
 (Dollars in Thousands)

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	15,419.0	15,419.0	0	25,155.0	25,155.0	0	13,649.0	13,649.0
Total	0	15,419.0	15,419.0	0	25,155.0	25,155.0	0	13,649.0	13,649.0
Narrative Justification:									
Description									
<p>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.</p>									
Mission Benefits									
<p>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.</p>									
Deliverables									
<p>FY13: Contract awarded for development of system. FY14 Deliverables: Effort will focus on software development to include Preliminary Design and Critical Design Review. FY15 Deliverables: Efforts will focus on software development along with AMC/A6 developed services/framework to enter government/operational testing required to support MAFPS Milestone C decision.</p>									
Economic Analysis									
<p>Initial Business Case Analysis (BCA) completed August 2011. BCA has been updated and being coordinated through SAF/FM.</p>									
Impact									
<p>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.</p>									
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 Air Mobility Command			Line No. & Item Description Objective Wing Command Post (OWCP)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,252.0	1,252.0	0	565.0	565.0	0	573.0	573.0
Total	0	1,252.0	1,252.0	0	565.0	565.0	0	573.0	573.0
Narrative Justification:									
Description									
The Objective Wing Command Post (OWCP) is a program providing modernization and standardization of Air Mobility Command (AMC) Command Posts by installing the Air Mobility Advanced Console System (AMACS) and digital recorders.									
Mission Benefits									
OWCP includes the installation of a standard console system to provide touch screen capability supporting phone patch (radio / phone) , conference capability, voice recording capability (safety of flight), mass notification, hotlines, and management of communications systems from a single console. System provides the management/mission monitoring, maintenance coordination, and operational reporting in support of the AMC Global Reach Mission with recording capability to monitor flight line activities and provide security.									
Deliverables									
Upgrade hardware at AMC enroute AMCC location at Ramstein, Aviano, Incirlik, Rota, and Spandghlem. FY13 funding used to upgrade systems and hardware to Joint Interoperability Test Command (JTIC) certified standard supporting the AMCC locations in USAFE Theater. FY14 will address upgrade of systems in the PACAF theater (Elmendorf, Yokota, Osan). FY15: Purchase and install hardware equipment to support Command Post systems at AMC enroute missions not addressed in prior years.									
Economic Analysis									
Economic Analysis completed April 2009.									
Impact									
AMACS equipment would not be upgraded to support mission requirements identified in AFI 10-207 AMC Sup 1 and ensure JTIC certification to allow connection to the Global Grid network.									
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 USTRANSCOM Command Staff			Line No. & Item Description Single Mobility System (SMS)				Activity Identification Command Staff		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	764.0	764.0	0	673.0	673.0
Total	0	0.0	0.0	0	764.0	764.0	0	673.0	673.0
Narrative Justification:									
Description									
The SMS is the primary system used to view requirements, plan missions, and track execution. It provides the user with information from such systems as: Air Mobility Command (AMC) Global Decision Support System (GDSS) and Consolidated Air Mobility Planning System (CAMPS); the Air National Guard (ANG) Management Utility (ANGMU); the Integrated Data Environment (IDE)/Global Transportation Network (GTN) Convergence (IGC); the Joint Operations Planning and Execution System (JOPES); and numerous other feeder systems. USTRANSCOM requires Information Technology (IT) services and related support to sustain SMS operations.									
Mission Benefits									
The SMS provides USTRANSCOM's Command and Control (C2) capability and augments the multi-system environment currently used for assigning mobility missions. Utilizing its automated C2 system interfaces, SMS significantly reduces the amount of offline interface required between C2 agencies and broadens the range of information available to users as decision makers. SMS improves the flow of mobility mission information from the TCCs to USTRANSCOM, aiding in the decision making process.									
Deliverables									
The FY14-FY15 CAP for SMS is to provide application services from SMS to an enterprise portal. SMS will create these application services which feed an enterprise portal (Distribute.mil, GCCS-J, etc.). SMS applications are being exposed to enterprise portals to reduce the duplication of applications which mimic the SMS functionality.									
Economic Analysis									
N/A									
Impact									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide application services to the enterprise which may cause the enterprise to create duplicative capabilities.									
Software									
N/A									

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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	6,899.0	6,899.0	0	11,296.0	11,296.0	0	12,194.0	12,194.0
Total	0	6,899.0	6,899.0	0	11,296.0	11,296.0	0	12,194.0	12,194.0
Narrative Justification:									
Description									
<p>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>FY13: Completed transition of key point-to-point interfaces to services. Produce Mobility Air Force (MAF) C2 infrastructure modernization plan. Produced architecture and data to support version updates and DoD Information Assurance Certification and Accreditation Process (DIACAP)IACAP documents. Fielded next generation MEIS. Continued 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. FY15: Produce architecture and data to support version and document updates for DIACAP for AMC and ITV business systems. Perform infrastructure modernization for MAF C2 enclave infrastructure. Evolve MEIS and Enterprise Application Architecture Framework to support DMR, GAM and GAS, and other enterprise application development efforts. 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. Continue to support Joint Information Environment- Transportation (JIE-T) .</p>									
Economic Analysis									
Estimated certification is 2014.									
Impact									
<p>Non-integrated systems would deliver inaccurate and untimely information on the airlift and air refueling missions, jeopardizing communications for theater. HQ AMC risks not being interoperable with other Major Commands (MAJCOMS) in both the AF & 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), & Global Air Transportation Execution System (GATES). Current C2 System deficiencies, such as data corruption & lack of interoperability would remain.</p>									
Software									
Not Applicable.									

Activity Group Capital Investment Justification
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Fund 9B
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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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,044.0	1,044.0	0	1,096.0	1,096.0	0	1,114.0	1,114.0
Total	0	1,044.0	1,044.0	0	1,096.0	1,096.0	0	1,114.0	1,114.0
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.									
Mission Benefits									
Ensure that Information Assurance (IA) is integrated and sustained throughout the lifecycle of all DOD programs. Improve the quality of strategic decision making and cyber security governance. Expedite the development and delivery of dynamic IA capabilities through innovation. Enable efficient information sharing and collaboration across traditional boundaries.									
Deliverables									
FY13 deliverables included technical solutions and security architecture engineering for the Joint Information Environment-Transportation (JIE-T) / Common Computing Environment (CCE), enterprise and command priority risk assessments, and Computer Network Defense Service Provider (CNDSP) support. FY14-FY15: Security engineering support for development of enterprise security standards; deployment of new cyber 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 cyber attack resulting in the loss of critical command and control functions.									
Software									
No license fees apply									

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 Air Mobility Command			Line No. & Item Description Wing Local Area Network (LAN)			Activity Identification HQ AMC, Scott AFB IL			
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	3,569.0	3,569.0	0	2,038.0	2,038.0	0	2,071.0	2,071.0
Total	0	3,569.0	3,569.0	0	2,038.0	2,038.0	0	2,071.0	2,071.0
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, robust 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									
FY13: Validated requirements needed to implement Local and Wide-Area Networks (LAN/WAN) components for AMC bases and enroutes. Provided secure and non-secure data/voice/ video infrastructure upgrades where needed within buildings (including Internet Protocol v6 capable equipment). Extended and implemented Voice over Internet Protocol (VoIP) solution to AMC bases. Provided network infrastructure capabilities and technology refresh for capability sustainment. FY14: Continue to validate requirements to provide hardware upgrades to intra-building infrastructure. FY15: 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, 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	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	2,126.0	2,126.0	0	9,000.0	9,000.0	0	9,000.0	9,000.0
Total	0	2,126.0	2,126.0	0	9,000.0	9,000.0	0	9,000.0	9,000.0
Narrative Justification:									
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									
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									
MC Attachment provides projects listed by year.									
Economic Analysis									
EA to be done by projects.									
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									
Software									
Not Applicable									

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PROJECT CATEGORY	QTY	FY13	QTY	FY14	QTY	FY15
Minor Construction (Atch) - AMC						
FY15 PB						
A/C Ground Equip (AGE) Storage	1	253.0	1	500.0	1	725.0
Aerial Delivery System Facility	0	.0	0	.0	0	.0
Aircraft Support Equip Storage Yards	1	286.0	0	.0	0	.0
Airfield Flood Lighting	0	.0	0	.0	1	675.0
Air Freight Terminals	1	403.0	1	700.0	2	1,300.0
Air Passenger Terminal	0	.0	6	3,800.0	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	289.0	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	1	275.0	0	.0	0	.0
Large Aircraft Maint Dock	0	.0	0	.0	0	.0
Maintenance Hangars	1	367.0	2	1,100.0	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	35	253.0	81	2,000.0	76	1,655.0
TCJ8 Withhold	0	.0	0	.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
TOTAL		2,126.0		9,000.0		9,000.0

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 Defense Courier Division			Line No. & Item Description Minor Construction-DCD				Activity Identification DCD		
Element of Cost	FY2013			FY2014			FY2015		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	0.0	0.0	0	900.0	900.0	0	700.0	700.0
Total	0	0.0	0.0	0	900.0	900.0	0	700.0	700.0
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									
Deliverables: FY13 - No emergency upgrades required at any of the 18 DCS separate operating locations. FY14 - \$900K emergency security upgrades required at any of the 18 DCS separate operating locations. FY15 - \$700K emergency security upgrades required at any of the 18 DCS 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
 (Dollars in Thousands)

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

Project Category	QTY	FY13	QTY	FY14	QTY	FY15
Minor Construction - Emergency Security Upgrades to SCIFs	18	0	18	900	18	700
Total	18	0	18	900	18	700

Activity Group Capital Investment Justification
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Department of the Air Force Surface Deployment and Distribution Center			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2013			FY2014			FY2015		
	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	1,600.0	1,600.0	0	2,100.0	2,100.0
Total	0	2,100.0	2,100.0	0	1,600.0	1,600.0	0	2,100.0	2,100.0
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									
<p>FY13: Consolidate ASD/FD Parking Lot (\$700) - AT/FP Parking - Consolidates two individual parking lots (Ammo Surveillance Division and Fire Dept.) 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.). Relocate PMO Parking Lot (\$650) - AT/FP Parking - Relocates/consolidates PMO Parking with other parking to increase stand-off and bring into conformance with UFC 4-010-01, Table B-1 for an inhabited building. Construct Connector Road (\$750) - Upgrades 3300 feet of an unpaved fire break to a paved road able to support ammo trucks. The upgrade would create an alternate route down-range from Brunswick Rd. to River Rd. should a derailment occur on Tracks 20, 45, or 46 (Classification Yard to Holding Yards).</p> <p>FY14: 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) - Constructs a covered facility for pre-positioning of critical mission support equipment, at the point-of-use, in direct support of the MOTSU mission. 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</p> <p style="text-align: right;">FY15:</p> <p>Construct Equipment Shelter (vicinity South Holding Yard) (\$750) - Constructs a covered facility for pre-positioning of critical mission support equipment, at the point-of-use, in direct support of the MOTSU mission. Relocate Contractors Row (\$725) - Relocates "Contractors Row" to the South Perimeter Rd. adjacent to the ILA Maintenance Facility Construct 2 Antenna Towers (\$625) - Construct two free standing towers down-range to support wireless data communication. Current coverage is grossly inadequate. he ILA Maintenance Facility</p>									
Economic Analysis									
Impact									
Projects ensure continuous operations and support for the terminals important warfighting mission.									
Software									
Not Applicable									

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

Fiscal Year (FY) 2015
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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	(2.4)	1.2	1.2	0.0	
13	Equipment-AMC	2.4	(2.4)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Equipment-SDDC	1.2	0.0	1.2	1.2	0.0	
13	B. ADPE/Telecomm	43.9	(13.6)	30.3	30.3	0.0	
13	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.2	(0.5)	0.7	0.7	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Defense Personal Property System (DPS)	0.5	(0.5)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Infostructure	21.0	(11.1)	9.9	9.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Int Data Environ/Global Trans Net Converg (IGC)	0.0	3.8	3.8	3.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Local Area Network (USTRANSCOM LAN)	5.8	(2.1)	3.6	3.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Global Air Transportation Execution System (GATES)	2.5	(0.2)	2.4	2.4	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Global Decision Support System (GDSS)	2.4	(0.2)	2.2	2.2	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Objective Wing Command Post (OWCP)	1.1	0.2	1.3	1.3	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Wing Local Area Network (LAN)	5.3	(1.7)	3.6	3.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Automated Transportation Data (AUTOSTRAD)	1.4	0.4	1.8	1.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Global Surface Distribution Management (GSDM)	2.6	(1.6)	1.0	1.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	C. Software Development	144.7	(8.5)	136.2	136.2	(0.0)	

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

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 (Dollars in Millions)

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
13	Agile Trans for the 21st Century (AT21)	9.6	4.6	14.2	14.2	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Analysis of Mobility Platform (AMP)	4.6	(0.2)	4.4	4.4	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	7.8	(3.7)	4.0	4.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals. \$7M FY13 Carryover Funds; Remaining balance is due to USTC reprioritized budget to reduce costs and achieve funding goals.
13	Corporate Data Solution (CDS)	6.6	(1.1)	5.4	5.4	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Defense Enterprise Acct & Mgmt System (DEAMS)	5.3	(2.9)	2.4	2.4	0.0	\$2.9M FY13 Carryover Funds
13	Defense Personal Property System (DPS)	12.1	(0.3)	11.9	11.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Infostructure	2.5	(0.8)	1.7	1.7	(0.0)	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Int Data Environ/Global Trans Net Converg (IGC)	0.2	2.6	2.9	2.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Joint Flow & Analysis Sys for Trans (JFAST)	3.7	(0.1)	3.7	3.7	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Local Area Network (USTRANSCOM LAN)	2.1	8.7	10.8	10.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Security Engineering	2.2	(1.2)	1.0	1.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Consolidated Air Mobility Planning System (CAMPS)	3.4	(0.0)	3.3	3.3	0.0	
13	Global Air Transportation Execution System (GATES)	5.8	1.4	7.2	7.2	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Global Decision Support System (GDSS)	30.9	(0.4)	30.5	30.5	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Mission Index Flying (MIF)	1.4	(0.1)	1.3	1.3	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.

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
13	Mobility Air Force Operations Decision Support System	3.0	(3.0)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Mobility Air Forces Flight Planning Service	20.8	(5.4)	15.4	15.4	0.0	USTC reprioritized budget to reduce costs and achieve funding goals. \$.3M FY13 Carryover Funds; Remaining balance is due to
13	System Integration	10.1	(3.2)	6.9	6.9	0.0	USTC reprioritized budget to reduce costs and achieve funding goals. \$1.7M FY13 Carryover Funds; Remaining balance is due to
13	Core Enterprise Services (CES)	0.6	(0.0)	0.6	0.6	0.0	
13	Financial Management System (FMS)	0.6	(0.0)	0.6	0.6	0.0	
13	Int Command, Control, & Comm (IC3)	0.6	(0.6)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Automated Transportation Data (AUTOSTRAD)	0.3	0.2	0.5	0.5	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Global Freight Management (GFM)	0.8	(0.0)	0.8	0.8	0.0	
13	Integrated Booking System (IBS)	3.1	(0.7)	2.4	2.4	0.0	\$.7M FY13 Carryover Funds
13	Intelligent Road/Rail Information Server (IRRIS)	3.1	(0.0)	3.1	3.1	0.0	
13	Enterprise Support Services Command (ESS C4S)	3.4	(2.3)	1.1	1.1	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	D. Minor Construction	11.4	(7.2)	4.2	4.2	0.0	
13	Minor Construction-AMC	9.0	(6.9)	2.1	2.1	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Minor Construction-DCD	0.3	(0.3)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
13	Minor Construction-SDDC	2.1	0.0	2.1	2.1	0.0	
13	TOTAL FY	203.6	(31.7)	171.9	171.9	0.0	

Fund 9C United States Transportation Command

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
14	A. Equipment	3.0	(0.3)	2.7	2.7	0.0	
14	Equipment-AMC	2.4	0.0	2.4	2.4	0.0	
14	Equipment-SDDC	0.6	(0.3)	0.3	0.3	0.0	Ballest Regulator replaced container handler as a result of the lifecycle replacement schedule
14	B. ADPE/Telecomm	45.9	(12.2)	33.7	33.7	(0.0)	
14	Agile Trans for the 21st Century (AT21)	1.1	(1.1)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	0.8	0.0	0.8	0.8	0.0	
14	Corporate Data Solution (CDS)	0.3	(0.3)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Infostructure	18.1	(4.3)	13.8	13.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Local Area Network (USTRANSCOM LAN)	10.9	(0.3)	10.6	10.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Consolidated Air Mobility Planning System (CAMPS)	0.8	(0.8)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Global Air Transportation Execution System (GATES)	2.6	(0.0)	2.6	2.6	0.0	
14	Global Decision Support System (GDSS)	2.5	(0.0)	2.4	2.4	0.0	
14	Objective Wing Command Post (OWCP)	1.1	(0.5)	0.6	0.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Wing Local Area Network (LAN)	3.4	(1.4)	2.0	2.0	(0.0)	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Automated Transportation Data (AUTOSTRAD)	0.9	(0.0)	0.9	0.9	0.0	
14	Intelligent Road/Rail Information Server (IRRIS)	0.2	(0.2)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.

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

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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
14	Global Surface Distribution Management (GSDM)	3.1	(3.1)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	C. Software Development	116.9	11.9	128.8	128.8	0.0	
14	Agile Trans for the 21st Century (AT21)	8.2	7.4	15.6	15.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Analysis of Mobility Platform (AMP)	1.5	1.1	2.5	2.5	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	9.1	0.0	9.1	9.1	0.0	
14	Corporate Data Solution (CDS)	5.3	(3.5)	1.8	1.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Defense Enterprise Acct & Mgmt System (DEAMS)	3.8	(0.8)	3.0	3.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals..
14	Defense Personal Property System (DPS)	7.2	(0.0)	7.1	7.1	0.0	
14	Infostructure	2.5	(2.0)	0.5	0.5	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Joint Flow & Analysis Sys for Trans (JFAST)	0.0	4.9	4.9	4.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Local Area Network (USTRANSCOM LAN)	1.4	(1.4)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Single Mobility System (SMS)	0.0	0.8	0.8	0.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Security Engineering	2.5	(1.4)	1.1	1.1	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Global Command and Control System (GCCS)	0.0	1.0	1.0	1.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Core Automated Maintenance System (CAMS)	0.7	(0.0)	0.7	0.7	0.0	

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 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
14	Global Air Transportation Execution System (GATES)	5.5	(4.9)	0.6	0.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Global Decision Support System (GDSS)	30.9	2.2	33.1	33.1	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Mobility Air Forces Flight Planning Service	21.2	4.0	25.2	25.2	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	System Integration	10.5	0.8	11.3	11.3	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Defense Enterprise Accounting and Management (DEAMS) System Component Billing System (DCBS)	0.0	0.8	0.8	0.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Core Enterprise Services (CES)	0.8	(0.0)	0.8	0.8	0.0	
14	Financial Management System (FMS)	0.5	0.0	0.5	0.5	0.0	
14	Automated Transportation Data (AUTOSTRAD)	0.3	(0.3)	0.0	0.0	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Global Freight Management (GFM)	0.5	1.4	1.8	1.8	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Integrated Booking System (IBS)	3.1	(0.1)	3.1	3.1	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Intelligent Road/Rail Information Server (IRRIS)	1.5	(0.6)	0.9	0.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Enterprise Support Services Command (ESS C4S)	0.0	2.6	2.6	2.6	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	D. Minor Construction	10.9	0.6	11.5	11.5	0.0	
14	Minor Construction-AMC	9.0	0.0	9.0	9.0	0.0	
14	Minor Construction-DCD	0.3	0.6	0.9	0.9	0.0	USTC reprioritized and rebased our entire IT budget within our strategic goals to reduce command costs and achieve funding goals.
14	Minor Construction-SDDC	1.6	0.0	1.6	1.6	0.0	
14	TOTAL FY	176.7	0.0	176.7	176.7	(0.0)	

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