

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



U.S. AIR FORCE

***Fiscal Year (FY) 2019
Budget Estimates
February 2018***

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**AIR FORCE WORKING CAPITAL FUND
FISCAL YEAR (FY) 2019
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) 2019 Budget Estimates

The United States now faces a more competitive and dangerous international security environment. The Air Force requires agile and adaptive logistics, supply management and maintenance depots to restore readiness and increase the lethality of the force.

The FY 2019 Air Force Working Capital Funds (AFWCF) President's Budget reflects current execution plans and Air Force initiatives to improve the efficiency and cost-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.

Activity Group Overview

The AFWCF conducts business in two primary areas: the Consolidated Sustainment Activity Group and the Supply Management Activity Group-Retail. 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 (OCO) and National Defense Strategy interests. Maintenance depots provide the equipment, skills and repair services necessary to keep forces operating worldwide. Supply Management activities procure and manage inventories of consumable and reparable spare parts required to keep all elements of the force structure mission ready. USTRANSCOM is the single DoD manager for the Defense Transportation System (DTS) in peace and war. Directly or indirectly, working capital fund activities provide warfighters the key services needed to meet global 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: Supply and Maintenance.

The CSAG Supply Division is responsible primarily for Air Force-managed, depot-level reparable spares and consumable spares unique to Air Force. The CSAG 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 CSAG Maintenance Division repairs weapon systems and spare parts to ensure readiness in peacetime and to provide sustainment for current Overseas Contingency Operations. The Air Force enhances readiness by efficiently and economically repairing, overhauling and modifying aircraft, engines, missiles, components, and software to meet customer demands. The CSAG Maintenance Division's depots have unique skills and equipment required to support and overhaul both new, complex components as well as aging weapon systems. In support of Contingency Operations, the depots can surge repairs and realign capacity to support the war fighter's immediate needs.

Supply Management Activity Group–Retail

The Supply Management Activity Group-Retail (SMAG-R) manages over 2.0 million inventory items including weapon system spare parts, medical-dental supplies and equipment, and other supply items used in non-weapon system applications. The Air Force SMAG-R is a critical component in the support of combat readiness by procuring materiel and selling spares to authorized retail customers. The activity operates with three divisions: General Support, Medical Dental, and the Air Force Academy. The Medical Dental Division inventory includes a War Reserve Materiel (WRM) Stockpile. WRM provides initial war fighting capability until re-supply lines can sustain wartime demands for medical and dental supplies and equipment.

The 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.

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 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 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:

- 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.

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 OCO 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 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 in weapon system support planning for weapon systems across the life cycle -- to include early in the acquisition cycle.

➤ *The AFSC Way*

The AFSC continues its efforts 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 leadership model that emphasizes speed (productivity), safety, quality, and cost-effectiveness in every process and every work center across the enterprise 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.

➤ *Enterprise Logistics Strategy*

The Enterprise Logistics Strategy (ELS) represents the collective thinking and commitment of a coalition of senior logistics leaders across the Air Force. 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, and strategic priorities for navigating the way ahead.

- Mission: USAF logistics fields, generates, and sustains power in air, space, and cyberspace
- Vision: Leading ready, affordable logistics in a Joint world

ELS accomplishments for FY 2017 related to AFWCF include:

- Stand up the Avionics and Electrical/Environmental repair networks
- Achieve Full Operational Capability for the hydraulic repair network and associated Centralized Repair Facilities
- Continue efforts to incorporate the Depot Level Reparable dashboard into the Logistics, Installations & Mission Support – Enterprise View (LIMS-EV) system.

➤ *Other Initiatives*

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 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.

To effectively comply with FIAR, the Air Force must have comprehensive, accurate, reliable, timely, and auditable financial data to provide dynamic decision support that improves warfighter readiness. Legacy AFWCF financial systems are unable to provide robust financial data, which increases systemic risk through deficiencies in internal control over financial reporting, non-standard/manual processes, and antiquated information technology. Currently in its early stages, the AFWCF Future

Financial System Capabilities Initiative (AFWCFi) is defining the capabilities and requirements of the AFWCF financial processes to provide seamless financial information and successful financial management across the AF Enterprise.

Direct Appropriations

In FY 2017, AFWCF received \$64.0 million in direct appropriation for Medical Dental WRM requirements. In FY 2018 Air Force requested \$66.5 million in direct appropriation for Medical Dental. In FY 2019 Air Force requests a total of \$77.6 million in direct appropriations. Of this total amount, \$69.0 million supports peacetime Medical Dental WRM requirements, and \$8.6 million are in European Deterrence Initiative funds to support emerging Expeditionary Medical Support requirements.

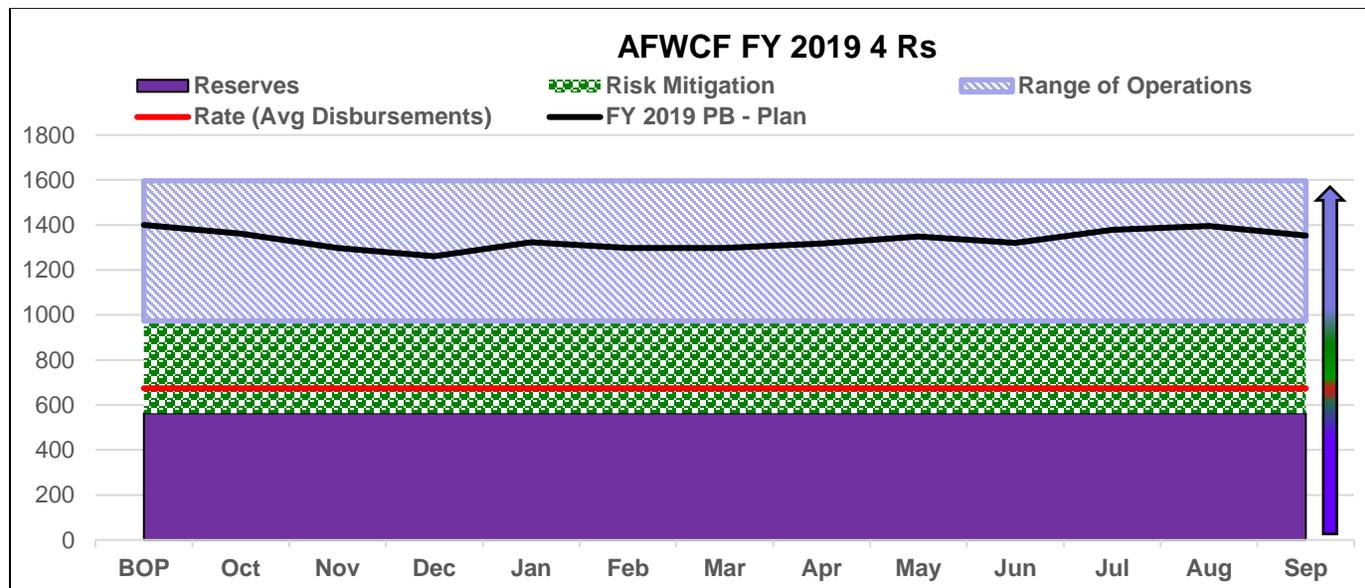
AFWCF Financial Summary

(Dollars in Millions)	FY 2017	FY 2018	FY 2019
Total Revenue	23,817.6	23,979.0	24,401.4
Cost of Goods Sold	23,454.6	24,875.2	24,862.2
Net Operating Result Adjustments	(13.1)	8.1	(.8)
Net Operating Result (NOR)	349.8	(888.1)	(461.6)
Accumulated Operating Result (AOR)	1,905.9	461.6	(.0)
Civilian End Strength	30,891	28,575	29,963
Military End Strength	12,387	12,354	12,318
Civilian Workyears	30,327	33,339	33,192
Military Workyears	11,665	11,078	11,040
Capital Budget	243.1	303.5	264.1
Direct Appropriation	64.0	66.5	77.6

Cash Management

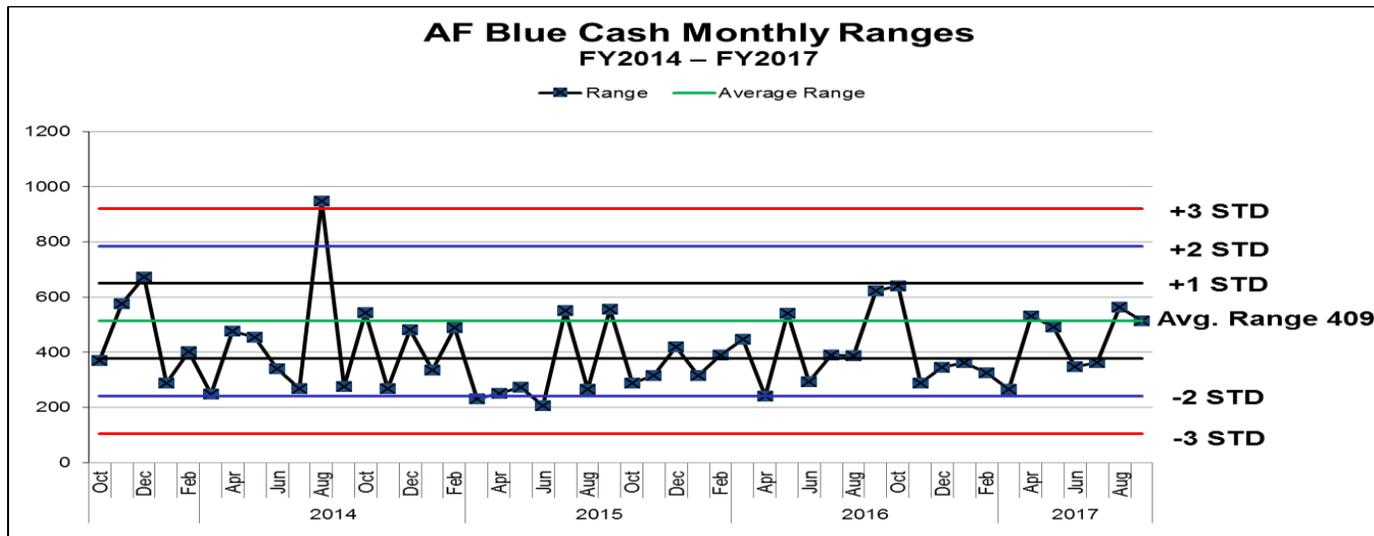
As the Department cost-effectively modernizes its financial systems and moves toward a more transparent and auditable fiscal environment, a more rigorous approach to cash management is required. In recent years, the Department studied detailed cash data and evolved its cash management policy to support the future fiscal environment. This future environment includes more frequent visibility of cash balances in the U.S. Department of Treasury's system of record for financial data.

Thus OSD devised a new policy requiring WCF activities maintain positive cash balances throughout the year, and an adequate ending balance to support continuing operations into the subsequent year. In determining required cash levels, activities document average disbursements and the expected range of cash volatility, adjusted to accommodate seasonality, known changes in the business environment, and the inherent risk associated with estimation error and unplanned events outside management's control. The AFWCF FY 2019 PB reflects these changes. The methodology for calculating cash requirements consists of four elemental components: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).



AFWCF Overview - FY 2019 Budget Estimates

The **Rate of Disbursements** for the AFWCF FY 2019 PB is based on projected annual disbursements divided by the total number of weighted annual disbursements, yielding the average amount disbursed between collection cycles. The Range of Operation is the difference between the highest and lowest expected cash level based on budget assumptions and past experience. The AFWCF Range of Operations is based on 4 years of historical disbursements (FY 2014 – FY 2017). The graph below depicts AFWCF monthly volatility. For example, in FY 2019 the projected Rate of Disbursement is \$674.2 million and the lower Range is \$881 million and the upper Range is \$1,504 million the difference between the two amount results in \$623 million, as the basic operating range.



Cash **Reserves** are funds held for known future cash outlay requirements. This element identifies cash on hand that must be kept for specific requirements that are not expected to disburse until subsequent fiscal years. For AFWCF, the first Reserve category is Accumulated Operating Results (gains) that are returned to customers through annual reduced rates in future fiscal years. The second Reserve supports unliquidated obligations of the Medical Dental Division’s Direct Appropriation for War Readiness Material. The Unliquidated Appropriation amount for Medical-Dental War Reserve Material Program is \$47.7 million.

AFWCF **Risk Mitigation** addresses cash variability associated with unknown external variables and seasonal volatility (see Cash Volatility graph above). To accommodate for seasonal volatility we calculated one standard deviation from the mean of monthly cash ranges over 4 years (FY 2014 – FY2017). The standard deviation for this data is \$136.8 million. For FY 2019 Risk Mitigation, we applied three standard deviations from the mean, \$410.4 million, to minimize the risk associated with volatility and as indicated in graph on the previous page. In FY 2019, \$214.8 million is included to adjust for other volatility consistent with returning additional prior year gains in FY 2018 with the expectation that funds will decrease rapidly by the end of FY 2018 and the beginning of FY 2019.

FY 2012 - FY 2017 Air Force and DFAS generated manual, daily cash reports, demonstrating high volatility and highlighting risk of insolvency. In May 2015 AFWCF began testing additional collection cycles with the goal of reducing day-to-day volatility to acceptable levels. Specifically, the CSAG Maintenance Division increased collections to three per month and the Supply Division increased to two cycles monthly from the largest customer account, Air Force Operation and Maintenance, when not experiencing outside external influences. Although the test proved beneficial in reducing some of the volatility however, significant volatility still remains due to frequency and timing differences in disbursement and collection cycles. Further, these additional collection cycles will not minimize cash fluctuations related to seasonal variance and external influences.

AFWCF & TWCF Cash Plans

AFWCF

(Dollars in Millions)	FY 2017	FY2018	FY 2019
BOP Cash Balance	\$1,424.3	\$1,862.7	\$1,400.1
Disbursements	\$16,565.6	\$17,285.0	\$17,528.0
Collections	\$16,686.7	\$16,756.0	\$17,412.0
Transfers In/Out	\$0.0	\$0.0	\$0.0
WRM	\$64.0	\$66.5	\$77.6
EOP Cash Balance	\$1,862.7	\$1,400.1	\$1,361.8
Lower Limit Cash Goal	\$1,264.0	\$1,318.0	\$972.9
Upper Limit Cash Goal	\$1,886.5	\$1,940.5	\$1,595.4

Numbers may not add due to rounding

In FY 2017, AFWCF cash increased from \$1,424.3 million to \$1,862.7 million. The lower and upper limits for this period were \$1,264.0 million and \$1,886.5 million, respectively. The balance reflects greater revenue than planned associated with CSAG-Supply Flying Hour Program (FHP) customers changing and executing program requirements from the original plan.

In FY 2018, AFWCF cash is projected to decrease \$462.6 million throughout the fiscal year, ending with a \$1,400.1 million balance. The projected operating range for this period is \$1,318.0 million to \$1,939.4 million. The cash decreases primarily due to returning to customers prior year gains in CSAG-Supply and CSAG-Maintenance.

Throughout FY 2019, AFWCF cash is relatively flat, a slight decrease from \$1,400.1 million to \$1,361.8 million. The projected operating range is \$972.9 million to \$1,595.4 million. The decline is the result of returning to customers gains realized in FY 2017 and FY 2018 projections. Cash balances also support the Treasury Department's daily cash reporting initiative, while remaining within the upper limit.

TWCF Cash

(Dollars in Millions)	FY 2017	FY2018	FY 2019
BOP Cash Balance	\$835.6	\$856.1	\$910.5
Disbursements	\$6,964.8	\$6,663.0	\$6,668.2
Collections	\$6,985.3	\$6,717.4	\$6,687.4
Transfers In/Out	\$0.0	\$0.0	\$0.0
Direct Appropriations	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$856.1	\$910.5	\$929.7
Lower Limit Cash Goal	\$748.9	\$751.1	\$760.5
Upper Limit Cash Goal	\$1,270.2	\$1,271.0	\$1,281.1

The FY 2017 the operating range was \$749.0 million to \$1,270.0 million. The FY 2017 beginning balance was \$836.0 million reflecting compliance with Public Law 114-113 including a \$34.0 million transfer to Air Force Operation and Maintenance appropriation for exceeding the FY 2015 operating range upper limit.

For FY 2018, the expected operating range is \$751.0 million to \$1,271.0 million. TWCF cash is projected to increase from \$856.0 million to \$910.5 million as a result of increased workload. Cash balances also support the Treasury Department's daily cash reporting initiative, while remaining within the operating range.

In FY 2019, TWCF ending cash increase from \$910.5 million to \$929.7 million as a result increase workload. The projected operating range is \$760.0 million to \$1,281.0 million. Cash balances support the Treasury Department's daily cash reporting initiative, while remaining within the projected operating range.

***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) 2019 Budget Estimates

The mission of the Consolidated Sustainment Activity Group (CSAG) is supply management of reparable and consumable items, and 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. CSAG Maintenance Division and Supply Division services are executed under the Air Force Sustainment Center (AFSC) structure 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. It also preserves the viability of depot maintenance and the supply chain capabilities.

Maintenance Division

The CSAG Maintenance Division repairs weapon systems and spare parts to ensure readiness in peacetime and to provide sustainment for current Overseas Contingency Operations (OCO). In peacetime, the Air Force enhances readiness by efficiently and economically repairing, overhauling and modifying weapons systems and their components to meet customer demands. The Maintenance Division's depots have unique skills and equipment required to support and overhaul both new, complex components and aging weapon systems. During Contingency Operations, the Air Force depots can surge repairs and realign capacity to support the war fighter's immediate needs.

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

Supply Division

The CSAG Supply Division is responsible primarily 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 CSAG 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 works to reduce the impact of Diminishing Manufacturing Sources and Material Shortages (DMSMS) and other obsolescence issues associated with aircraft fleets of 28 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 CSAG Supply Division re-engineers parts which can no longer be produced or repaired. The CSAG 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.

CSAG Customer Base

Maintenance and Supply customers include Air Force Major Commands, Air National Guard, Air Force Reserve Command, the Army, the Navy, other WCF activities (i.e., Transportation Working Capital Fund), other government agencies, public-private partnerships, and foreign countries. The CSAG divisions also are customers of each other; Maintenance Division repairs parts for Supply Division while the Supply Division provides parts that the Maintenance Division uses in depot maintenance services.

CSAG Initiatives

Initiatives continue within the CSAG Supply Division to modernize processes. 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. Progress is being achieved and efforts continue to identify and resolve pricing and billing discrepancies, thus improving asset visibility to reduce requisition redundancies and expediting asset movement via the distribution pipeline.

As an ongoing supply chain efficiency initiative crossing the Future Years Defense Program (FYDP), AFSC initiated Strategic Commodity Sourcing. Through this initiative, buy/repair contract vehicles and vendor sources are leveraged to optimize buying power of the Supply Management activities.

AFSC also began an initiative to more precisely define material requirements; “Accurate Supply Requirements” is a key component of cost effective readiness. Fundamentally, variability in spares requirements can cause both under- and over-planning of resources, both of which eventually result in increased costs. Over-planning will result in unused capacity with higher than necessary fixed costs. Under-planning results in the need for expensive workarounds to ensure readiness goals are achieved. This initiative has improved the Demand Forecast Accuracy from 65% in FY 2015 to 70% in FY 2017, with a goal of 75% by the end of FY 2018. More accurate forecasts ensure that limited manpower, equipment and consumable resources are more efficiently allocated in advance of execution, and therefore are more effectively utilized during execution year.

AFSC is also pursuing cost initiatives within the Maintenance Division to reduce cost, improve performance and increase availability of weapon systems. 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.

CSAG Financial and Performance Summary

Financial Performance (\$ Millions)	FY 2017	FY 2018	FY 2019
Total Revenue	12,637.0	12,552.9	12,809.4
Total Expenses (with Work In Progress)	12,404.0	13,238.9	12,918.3
Other Adjustments Affecting NOR and Other Changes	29.2	24.3	24.6
Net Operating Results	262.2	(661.7)	(84.3)
Non Recoverable Adjustments Impacting AOR	3.9	0.0	0.0
Accumulated Operating Results	746.0	84.3	0.0

A \$3.9 million Non-Recoverable Adjustment Impacting AOR was made in FY 2017 to correct a prior year error due to the methodology used to account for cash transfers.

In FY 2017, the \$29.2 million Other Adjustments Affecting NOR and Other Changes is the result of CSAG Maintenance non-recoverable depreciation from donated assets of \$24.8 million, with the remaining \$4.4 million due to other one-time accounting adjustments. CSAG Maintenance projects \$24.3 million and \$24.6 million non-recoverable depreciation in FY 2018 and FY 2019, respectively.

Overall, CSAG projects a \$0 AOR for FY 2019.

Cash: (\$ Millions)	FY 2017	FY 2018	FY 2019
BOP Cash Balance	1,147.1	1,552.2	1,281.8
Disbursements	12,293.9	12,878.0	12,953.8
Collections	12,699.1	12,507.6	12,887.1
Net Transfers	0.0	0.0	0.0
Change in Cash	405.2	(370.4)	(66.8)
Cash Balance	1,552.2	1,281.8	1,115.1
Lower Range	1,090.0	1,124.1	727.0
Upper Range	1,561.5	1,587.9	1,187.0

Stabilized Sales Rates and Prices	FY 2017	FY 2018	FY 2019
Maintenance Composite Sales Rate per hour	275.95	283.14	291.41
Maintenance Rate Change ⁽¹⁾	(1.1%)	2.6%	2.9%
Supply Unit Cost	0.996	1.126	1.096
Supply Customer Price Change ⁽²⁾	1.0%	(8.3%)	2.6%

⁽¹⁾ The 1.1% reduction in the composite sales rate for FY 2017 reflects continued cost control efforts associated with direct material and overhead. The 2.6% increase in FY 2018 is due to increased direct material costs for the B-52 and E-3 aircraft, and the F101 engines used on the B-1. The 2.9% increase in FY 2019, is required to effect the recovery of \$105 million in prior year AOR losses.

⁽²⁾ FY 2018 shows an 8.3% price reduction to effect a return of \$458 million in prior year AOR gains. There is an additional prior year gains return of \$189 million in FY 2019. FY 2019 shows a price increase of 2.6%. If not for the FY 2019 AOR return, the FY 2019 price increase would have been 6.1% to reflect a return to normal pricing following the large price decrease in FY 2018.

CSAG Manpower Resources:	FY 2017	FY 2018	FY 2019
Civilian End Strength	27,220	24,399	25,749
Civilian Full Time Equivalents	26,655	29,230	29,045
Military End Strengths	229	211	218
Military Workyears	159	182	185

Capital Investment Program Authority (\$Millions):	FY 2017	FY 2018	FY 2019
Equipment – Weapon System Support/Test	121.4	153.4	133.4
ADPE & Telecom	8.9	9.8	6.2
Software Development	11.8	14.3	1.2
Minor Construction	5.1	5.1	10.4
Sub-Total	147.3	182.5	151.2

Maintenance Depot Six Percent Capital Investment Plan (\$Millions):	FY 2017	FY 2018	FY 2019
Required Investment	336.4	388.7	402.7
Total Investment Budgeted	445.4	681.6	610.7
Percent Invested	7.9%	10.5%	9.1%

Supply Customer Wait Time (CWT)	FY 2017	FY 2018	FY 2019
Actual Performance	6.9		
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.

Supply Stockage Effectiveness	FY 2017	FY 2018	FY 2019
Actual Performance	79%		
Objective	83%	83%	83%

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

Supply Undelivered Orders (\$ Millions)	FY 2017	FY 2018	FY 2019
Supply Division	4,501.2	4,591.2	4,683.1

Changes in undelivered orders are predominately due to adjustments in customer requirements and continuing transfers of consumable items from Supply Division to Defense Logistics Agency for management.

Supply Item Quantity Requirements	FY 2017	FY 2018	FY 2019
Number of Issues ⁽¹⁾	2,234,129	2,234,129	2,234,129
Number of Receipts ⁽¹⁾	2,558,196	2,135,202	2,135,202
Number of Requisitions ^(1,2)	485,845	483,110	483,110
Contracts Executed ⁽³⁾	3,377	2,976	2,976
Purchase Inflation	0.0%	1.5%	1.2%
Items Managed	72,146	72,146	72,146

(1) FY 2018 and FY 2019 issues, receipts, and requisitions are estimated based on historical averages.

(2) 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.

(3) Contracts containing multiple fund citations have been omitted because the current contracting system cannot distinguish Supply funding under those conditions. The Contracts Executed amounts are for buy or repair actions for items managed in CSAG-Supply Division.

Maintenance Direct Production Earned Hours Produced	FY 2017	FY 2018	FY 2019
(Hours in Thousands)	23,978	24,943	25,283

Workload projections are expressed in Direct Production Earned Hours (DPEHs). This table 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.

Maintenance Due Date Performance and Quality Defect Rate

	Goal	FY 2017	FY2018	FY2019
Due Date Performance ⁽¹⁾	85%	82%	85%	85%
Quality Defect Rate ⁽²⁾	0.22	0.22	0.22	0.22

(1) The Due Date Performance (DDP) metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2017 actual DDP of 82% reflects a variety of issues impacting late aircraft at the Air Logistics Complexes:

- a. F-15s (WR-ALC) due to increased structural demands and unplanned Canopy Seal Longeron replacements
- b. F-16s (OO-ALC) due to paint issues, sheet metal skill shortages and increased structural issues
- c. F-35s (OO-ALC) due to Integrated Power Pack exhaust duct seal design and other issues
- d. B-52s (OC-ALC) due to increases in Major Structural Repairs and generator defects

(2) The Quality Defect Rate measures the number of quality defects identified by the customer after the end-item is returned to the customer, expressed in defects per aircraft.

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2019
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CSAG - Maintenance Division

	FY2017 to FY2018	FY2018 to FY2019
Cost of Operations		
Organic BOP	6,736.676	7,214.698
Contract BOP	.000	.000
Cost of Operations	6,736.676	7,214.698
ANNUALIZATION		
Annualization of Civilian Pay	6.849	6.779
Annualization of Military Pay	.057	.063
TOTAL ANNUALIZATION	6.906	6.843
PRICE CHANGES		
Civilian Pay Raises	34.091	.000
Military Pay Raises	.253	.267
Material Price Growth	(90.301)	115.961
Fuel Price Growth	.809	.095
Other Growth	10.764	13.480
TOTAL PRICE CHANGES	(44.385)	129.804
PRODUCTIVITY SAVINGS		
Civilian Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Reinvestment/Rate Reduction	.000	.000
TOTAL PRODUCTIVITY SAVINGS	.000	.000
PROGRAM CHANGES		
Labor Workload	108.211	26.804
Material Workload	296.247	(238.423)
BOS	29.590	13.396
Contract Changes	.000	.000
TOTAL PROGRAM CHANGES	434.047	(198.222)

Fund 2 CSAG - Maintenance Division

Fund 2
(Dollars in Millions)

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

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CSAG - Maintenance Division

	FY2017 to FY2018	FY2018 to FY2019
OTHER CHANGES		
Data Systems Support	.665	.134
Data Systems Development	(.394)	(.017)
Equipment Depreciation	5.086	2.441
Minor Construction Depreciation	.183	(.051)
Data System Depreciation	1.326	(.338)
Travel & Transportation	3.797	(.117)
Communications	.201	.017
Utilities	11.736	4.482
Equipment Rental	(.024)	(.089)
Printing & Equipment	.091	(.003)
Equip/Vehicle Rep & Maintenance	22.610	(1.864)
Custodial	.363	.294
Facility Maintenance	39.880	(19.182)
Training	3.360	(.424)
Environmental	.000	.000
Miscellaneous	(7.682)	(5.985)
TOTAL OTHER CHANGES	81.197	(20.702)
TOTAL CHANGES	477.766	(82.278)
Cost of Operations		
Organic EOP	7,214.442	7,132.420
Total Cost of Operations	7,214.698	7,133.163

Fund 6
(Dollars in Millions)

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

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CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul) 3 Year Average			BUDGETED CAPITAL (Modernization, Efficiency)		
	2014-2016	2015-2017	2016-2018	FY2017	FY2018	FY2019
Revenue						
Working Capital Fund	5,606.495	6,478.686	6,711.348			
Appropriations	.000	.000	.000			
Total Revenue	5,606.495	6,478.686	6,711.348			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization				29.830	47.959	50.277
Capital Investment Program				135.462	169.161	149.992
Other Equipment				.000	.000	.000
Processes/Productivity Enhancements ¹				7.200	37.338	35.820
Appropriated Funding						
MILCON (3300) ²				126.000	.000	166.000
Procurement Equipment (3010) ³				146.900	427.130	208.780
Operation & Maintenance				.000	.000	.000
Investment Total				445.392	681.588	610.869
Minimum 6% Investment Amount				336.390	388.721	402.681
Investment Over/(Under) Requirement				109.002	292.866	208.188

1. The Processes/Productivity Enhancements category addresses transitioning equipment/technology through prototyping, testing, demonstration, and production qualification to utilization in the depot production environment.

2. MILCON Requirements include: FY17: KC-46A Depot System Integration Laboratory and Two Bay Depot Maintenance Hangar; FY19: KC-46A Depot Maintenance Hangar.

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.

Primary supported airframes include

FY17: KC-46A (\$67 million); several other airframes at less than \$10 million each

FY18: KC-46A (\$71 million); F-16 (\$16 million); several other airframes at less than \$10 million each

FY19: KC-46A (\$123 million); F-22 (\$89.1M); F-16 (\$26 million); several other airframes at less than \$10 million each.

4. The CSAG Maintenance Division information above reflects the following Air Logistics Complex (ALC) investments:

(\$ millions)	FY 2017	FY 2018	FY 2019
Oklahoma City ALC	251.4 (9.1%)	246.4 (7.7%)	364.5 (10.9%)
Ogden ALC	117.3 (8.4%)	134.7 (8.1%)	99.4 (5.6%)
Warner Robins ALC	76.7 (5.1%)	300.5 (18.2%)	147.0 (9.1%)

Fund 11
(Dollars in Millions)

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

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CSAG

	FY2017	FY2018	FY2019
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	253.558	252.685	307.073
(b) Missile Procurement	13.700	1.342	1.205
(c) Other Procurement	.075	.031	.089
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF (w/OCO)	4,821.421	4,224.226	4,380.737
(f) Operations & Maintenance - AFRC (w/OCO)	620.273	583.036	556.244
(g) Operations & Maintenance - ANG (w/OCO)	1,437.135	1,415.735	1,442.404
(h) Research & Development - AF	194.010	142.569	146.686
(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	.097	.000	.000
(o) Other	.000	.000	.000
Total Air Force	7,340.270	6,619.624	6,834.439
(2) Army	33.064	28.325	29.840
(3) Navy	308.093	248.957	250.294
(4) Marine Corps	2.328	1.305	1.327
(5) MAP/Grant Aid	.000	.000	.000
(6) Other DOD	298.830	273.260	276.710
Total DOD excluding WCF	7,982.584	7,171.471	7,392.609
b. Orders From Other Fund Activity Groups			
(1) AF Supply Mgmt Activity Group - Retail	68.993	83.883	88.011
(2) Transportation Activity Group - TRANSCOM	313.501	359.434	373.129
(3) Other WCF Activity Groups	.407	.500	.397
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	2,441.341	2,632.064	2,669.390
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,958.317	1,773.411	1,839.225
Total Other Fund Activity Groups	4,782.559	4,849.292	4,970.152
c. Other Internal to AF Consolidated Sustainment Activity Group			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	(1.516)	.000	.000
Total Internal AF Consolidated Sustainment Activity Group	(1.516)	.000	.000

Fund 11
(Dollars in Millions)

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

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CSAG

	FY2017	FY2018	FY2019
d. Grand Total DOD	12,763.628	12,020.763	12,362.762
e. Other Orders			
(1) Other Federal Agencies	11.775	15.064	14.161
(2) Non Federal Agencies	314.330	386.167	455.254
(3) FMS	231.063	190.320	209.685
Total Other Orders	557.169	591.552	679.101
Total New Gross Orders	13,320.797	12,612.315	13,041.862
Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)	13,322.312	12,612.315	13,041.862
2. Carry-In Orders	2,358.635	2,632.401	2,393.663
a. Carry-over Execution Adjustment	(159.690)	(60.270)	(65.200)
3. Total Gross Orders	15,679.431	15,244.716	15,435.526
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	(1.516)	.000	.000
Total External Gross Orders	15,680.947	15,244.716	15,435.526
4. Gross Revenue	12,883.242	12,790.783	13,035.772
5. End of Year W-I-P	13.998	.156	.156
6. Total Exclusion			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	164.775	296.407	336.213
Exclusion (Late Inducted Orders)	.000	.000	.000
Total Exclusion (sum of above exclusions)	164.775	296.407	336.213
7. Funded Carryover	2,459.242	2,097.100	1,998.185

Fund 11A
(Dollars in Millions)

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

Fiscal Year (FY) 2019
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CSAG - Maintenance Division

External Orders	FY2017	FY2018	FY2019
Gross Carry-in	2,253.172	2,327.276	2,290.702
Adjustments to Carry-In During Execution	(159.690)	(60.270)	(65.200)
WIP	1.259	12.468	0.156
1 Net Carry-in	2,092.223	2,254.538	2,225.346
2 Revenue (Billings)	6,614.798	7,068.575	7,213.596
3 New Orders	6,854.206	7,092.271	7,217.628
4 Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	371.470	465.692	513.401
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)	371.470	465.692	513.401
5 Orders for Carry-over Calculation	6,482.736	6,626.579	6,704.227
6 Weighted Composite Outlay Rate (New Orders)	69.83%	70.25%	70.19%
7 Carry-over Rate (New Orders)	30.17%	29.75%	29.81%
Carry-over Rate (Prior Year Multi-Year Funds)	56.65%	49.84%	50.81%
Carry-over Rate (Prior Year Software)	7.02%	6.20%	3.56%
8 Allowable Carry-over (New Orders)	1,955.899	1,971.468	1,998.608
Allowable Carry-over (Prior Year Multi-Year Funds)	155.431	165.440	151.641
Allowable Carry-over (Prior Year Software)	39.775	21.786	12.090
Total Allowable Carry-over	2,151.105	2,158.694	2,162.340
9 Unbilled Balance	2,332.890	2,290.702	2,229.533
Exclusion Adjustment	0.000	0.000	0.000
Total Unbilled Balance	2,332.890	2,290.702	2,229.533
10 Work-in-Process Carry-over	12.468	0.156	0.156
11 Actual Carry-over	2,320.422	2,290.546	2,229.377
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	164.775	296.407	336.213
Exclusion (Late Inducted Orders)	0.000	0.000	0.000
12 Calculated Actual Carry-over	2,155.647	1,994.138	1,893.164
Excess Carryover (Negative number best)	4.542	(164.555)	(269.176)

Fund 14
(Dollars in Millions)

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

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CSAG

	FY2017	FY2018	FY2019
Revenue:			
Income:			
Maintenance Division	6,614.798	7,068.575	7,213.596
Supply Division (Material Gross Sales)	6,268.443	5,722.208	5,822.175
Less Credit Returns	288.514	270.961	270.498
Total Income	12,594.727	12,519.822	12,765.273
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	42.262	33.107	44.100
Total Other Revenue	42.262	33.107	44.100
Total Revenue	12,636.989	12,552.929	12,809.373
Expenses:			
Maintenance Division			
Cost of Repair (Direct and POH Costs)			
Labor	2,250.049	2,374.086	2,413.786
Material	3,499.689	3,701.763	3,577.975
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	140.143	145.391	148.026
Depreciation of Other Fixed Assets	.000	.000	.000
Subtotal Depreciation	140.143	145.391	148.026
Subtotal Labor, Material, and Depreciation	5,889.881	6,221.240	6,139.787
Remaining Direct and POH Costs	415.237	486.383	476.986
Total Cost of Repair (Direct and POH Costs)	6,305.118	6,707.623	6,616.773
Supply Division			
Cost of Material Sold	206.424	260.619	281.990
Cost of Material Repair	3,843.491	3,828.585	3,831.814
Condemnation Material Expense Recovery (CMER)	564.341	781.857	523.466
Other Expenses	23.391	33.107	44.100
Subtotal Material & Other Expenses	4,637.647	4,904.168	4,681.370
Operating Expenses			
Military Personnel	4.288	8.370	8.948
Civilian Personnel	368.663	415.795	414.930
Travel & Transportation of People	4.576	4.884	4.939

Fund 14
(Dollars in Millions)

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

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CSAG

	FY2017	FY2018	FY2019
Materials & Supplies	31.836	34.746	36.166
Equipment	34.894	42.205	42.235
Other WCF Purchases	287.968	239.063	254.856
Transportation of Things	105.220	97.176	96.702
Depreciation - Capital	12.509	12.350	10.653
Depreciation of Other Fixed Assets	24.825	24.343	24.630
Printing and Reproduction	1.014	1.170	2.017
Advisory and Assistance Services	34.467	36.279	36.753
Rent, Comm, Utilities and Misc Charges	71.288	97.717	106.768
Other Purchased Services	490.721	599.218	580.605
Total Operating Expenses	1,472.269	1,613.316	1,620.202
Total Expenses	12,415.035	13,225.107	12,918.346
Work in Process, Beginning of Year	2.922	13.998	.156
Work in Process, End of Year	13.998	.156	.156
Work in Process, Change	11.076	(13.842)	.000
Total Expenses Adjusted for Work in Process	12,403.959	13,238.949	12,918.346
Operating Results (Net Operating Results on 1307 - Line 11)	233.030	(686.020)	(108.972)
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes ¹	29.179	24.343	24.630
Net Operating Result (Recoverable NOR on 1307 - Line 13)	262.208	(661.678)	(84.342)
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	479.874	746.020	84.342
Accumulated Operating Result	742.082	84.342	.000
Non-Recoverable Adjustment Impacting AOR ²	3.938	.000	.000
Accumulated Operating Result for Budget Purposes	746.020	84.342	.000

1. In FY 2017, the \$29.2 million Other Adjustments Affecting NOR and Other Changes is the result of CSAG Maintenance non-recoverable depreciation from donated assets of \$24.8 million, with the remaining \$4.4 million due to other one-time accounting adjustments. CSAG Maintenance projects \$24.3 million and \$24.6 million non-recoverable depreciation in FY 2018 and FY 2019, respectively.

2. A \$3.9 million Non-Recoverable Adjustment Impacting AOR was made in FY 2017 to correct a prior year error due to the methodology used to account for cash transfers.

Fund 16
(Dollars in Millions)

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

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CSAG - Maintenance Division

	FY2017	FY2018	FY2019
1. Material Inventory BOP	130.534	130.878	130.000
2. Purchases	3,280.072	3,480.869	3,357.098
A. Purchases to Support Customer Orders (+)	3,280.072	3,480.869	3,357.098
B. Purchase of long lead items in advance of customer orders (+)	.000	.000	.000
C. Other Purchases (+)	.000	.000	.000
3. Material Inventory Adjustments	(3,279.729)	(3,481.746)	(3,357.098)
A. Material Used in Maintenance (-)	(3,279.729)	(3,481.746)	(3,357.098)
B. Disposals, theft, losses due to damages (-)	.000	.000	.000
C. Other Reductions (-)	.000	.000	.000
4. Material Inventory EOP	130.878	130.000	130.000

SM-1
(Dollars in Millions)

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

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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
FY2017	6,179.592	5,979.929	5,955.561	.000	24.793	5,980.354	11.800	500.000	6,492.154
FY2018	5,249.082	5,451.247	6,138.542	.000	43.251	6,181.793	13.358	500.000	6,695.151
FY2019	5,553.737	5,551.677	6,083.762	.000	51.076	6,134.838	1.189	500.000	6,636.027

SM-3B
(Dollars in Millions)

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

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CSAG - Supply Division

FY2017	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	23.367	18.458	41.825	0.000	82.181	50.385	132.566	174.392	11.3%
B-1B	87.966	.625	88.591	12.067	197.690	66.989	264.679	365.337	16.9%
B-2	38.271	3.930	42.201	1.822	30.580	26.542	57.122	101.146	17.4%
B-52	77.821	1.113	78.934	.864	160.559	16.756	177.315	257.113	12.0%
C-5	26.932	.881	27.813	0.000	84.628	11.244	95.872	123.685	13.9%
C-17	.507	0.000	.507	0.000	.989	.650	1.639	2.146	4.4%
C-130	47.901	2.428	50.329	0.000	136.530	88.688	225.217	275.546	8.8%
C-135	118.918	9.686	128.604	.539	480.390	137.593	617.983	747.126	9.7%
C-141	.000	.059	.059	0.000	0.000	0.000	0.000	.059	0.0%
E-3	26.166	.747	26.913	.342	81.304	16.334	97.637	124.892	10.1%
E-4	0.000	0.000	0.000	0.000	1.237	.294	1.530	1.530	10.4%
E-8	1.578	0.000	1.578	0.000	12.698	.317	13.016	14.593	14.9%
F-4	.050	.044	.094	0.000	.764	.027	.791	.885	0.0%
F-15	52.296	14.033	66.329	8.955	256.139	39.851	295.990	371.274	11.0%
F-16	48.581	16.895	65.476	.204	277.737	21.264	299.001	364.681	12.5%
F100 Engines	65.612	15.712	81.325	0.000	404.358	26.775	431.133	512.457	0.0%
F110 Engines	21.206	0.000	21.206	0.000	17.919	83.672	101.591	122.797	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	12.6%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	41.9%
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	7.320	3.219	10.539	0.000	.834	30.281	31.115	41.655	9.5%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	2.926	1.485	4.411	0.000	.031	26.644	26.675	31.086	16.3%
Trainers	24.431	25.928	50.359	0.000	20.748	23.928	44.676	95.035	9.1%
Other Aircraft	.932	.142	1.073	0.000	2.405	6.388	8.793	9.866	10.8%
SOF	.485	0.000	.485	0.000	3.907	48.536	52.442	52.927	7.3%
Common	80.418	11.025	91.443	0.000	209.835	70.601	280.436	371.879	0.0%
Common EW	7.637	4.043	11.680	0.000	37.939	35.242	73.181	84.861	0.0%
Missiles	3.568	6.218	9.786	0.000	21.183	3.842	25.025	34.811	0.0%
Other	10.924	.025	10.949	0.000	10.077	50.288	60.365	71.313	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	392.254	392.254	392.254	14.3%
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	121.764	0.000	121.764	121.764	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	30.620	0.000	30.620	30.620	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	130.068	130.068	130.068	0.0%
Total	775.813	136.697	912.510	24.793	2,685.044	1,405.453	4,090.496	5,027.799	10.7%

SM-3B
(Dollars in Millions)

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

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CSAG - Supply Division

FY2018	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	19.395	10.921	30.316	0.000	163.953	44.656	208.610	238.926	11.1%
B-1B	104.886	.828	105.714	0.000	194.564	48.000	242.564	348.278	17.4%
B-2	236.460	.556	237.016	.992	24.940	25.283	50.223	288.231	18.5%
B-52	39.233	1.320	40.554	2.063	147.462	13.457	160.919	203.536	11.9%
C-5	16.070	.638	16.708	0.000	90.952	9.444	100.396	117.104	12.3%
C-17	.137	0.000	.137	0.000	.662	.509	1.171	1.307	4.3%
C-130	27.820	2.135	29.955	0.000	122.633	64.857	187.490	217.445	8.9%
C-135	123.420	6.347	129.767	0.000	360.376	107.976	468.352	598.119	9.6%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	30.538	.662	31.200	8.727	58.998	11.204	70.202	110.129	10.2%
E-4	0.000	0.000	0.000	0.000	.924	.082	1.006	1.006	12.3%
E-8	2.507	0.000	2.507	0.000	7.694	.447	8.141	10.648	11.9%
F-4	.012	.010	.023	0.000	.167	0.000	.167	.190	0.0%
F-15	59.956	8.194	68.150	14.212	293.906	41.286	335.192	417.554	11.5%
F-16	49.000	19.287	68.287	17.257	307.797	26.311	334.109	419.653	12.3%
F100 Engines	102.871	29.077	131.948	0.000	361.366	40.328	401.694	533.642	0.0%
F110 Engines	15.869	0.000	15.869	0.000	20.846	96.595	117.441	133.310	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.3%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	37.2%
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	9.759	2.540	12.299	0.000	.671	23.322	23.993	36.293	9.5%
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	.001	0.000	.001	.001	0.0%
H-60	7.074	.659	7.734	0.000	.096	13.190	13.286	21.020	15.7%
Trainers	11.996	74.332	86.328	0.000	24.152	26.059	50.211	136.539	8.7%
Other Aircraft	.841	.076	.917	0.000	2.521	8.991	11.512	12.429	10.8%
SOF	13.869	.188	14.057	0.000	4.566	59.838	64.404	78.461	7.3%
Common	50.884	6.846	57.731	0.000	188.894	71.859	260.753	318.484	0.0%
Common EW	11.964	3.363	15.327	0.000	36.901	23.401	60.302	75.629	0.0%
Missiles	9.522	5.100	14.621	0.000	35.854	3.590	39.444	54.065	0.0%
Other	6.171	.037	6.209	0.000	10.383	39.805	50.188	56.397	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	317.542	317.542	317.542	16.8%
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	263.749	0.000	263.749	263.749	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	15.307	0.000	15.307	15.307	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	127.516	127.516	127.516	0.0%
Total	950.256	173.117	1,123.374	43.251	2,740.337	1,245.548	3,985.885	5,152.510	10.7%

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

CSAG - Supply Division

FY2019	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	21.605	32.307	53.911	0.000	177.373	42.468	219.841	273.753	11.2%
B-1B	26.406	1.664	28.071	.567	119.275	63.605	182.880	211.517	17.2%
B-2	28.190	.504	28.694	5.000	28.470	27.782	56.252	89.946	18.0%
B-52	51.805	1.563	53.368	3.312	155.545	15.113	170.658	227.338	11.9%
C-5	18.071	1.208	19.278	0.000	104.845	8.483	113.328	132.606	13.1%
C-17	.004	0.000	.004	0.000	.846	.439	1.285	1.289	4.4%
C-130	24.602	3.788	28.390	0.000	131.918	77.813	209.731	238.122	8.8%
C-135	124.241	1.851	126.092	2.264	382.828	113.181	496.009	624.366	9.7%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	19.445	.126	19.571	9.741	67.334	11.528	78.862	108.175	10.2%
E-4	.357	0.000	.357	0.000	.927	.078	1.005	1.362	11.3%
E-8	2.559	0.000	2.559	0.000	6.879	.340	7.219	9.778	13.4%
F-4	.005	0.000	.005	0.000	.199	.004	.203	.208	0.0%
F-15	90.545	21.866	112.411	7.427	285.850	47.506	333.357	453.194	11.3%
F-16	63.083	45.285	108.368	22.765	309.621	26.514	336.135	467.268	12.4%
F100 Engines	136.139	0.000	136.139	0.000	401.619	48.494	450.113	586.252	0.0%
F110 Engines	15.525	0.000	15.525	0.000	20.936	92.878	113.814	129.339	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	12.9%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	39.6%
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	6.662	1.287	7.950	0.000	.858	26.652	27.510	35.460	9.5%
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	.004	0.000	.004	.004	0.0%
H-60	1.313	.510	1.823	0.000	.115	17.933	18.048	19.871	16.0%
Trainers	19.226	64.342	83.568	0.000	26.477	27.613	54.090	137.658	8.9%
Other Aircraft	1.890	.149	2.039	0.000	2.904	10.115	13.019	15.058	10.8%
SOF	2.706	.113	2.820	0.000	7.407	71.506	78.913	81.733	7.3%
Common	54.344	7.181	61.525	0.000	193.919	74.268	268.187	329.712	0.0%
Common EW	12.018	3.037	15.055	0.000	40.087	29.182	69.269	84.324	0.0%
Missiles	4.334	6.145	10.478	0.000	38.124	5.282	43.406	53.884	0.0%
Other	5.232	.059	5.291	0.000	11.362	43.682	55.044	60.335	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	320.084	320.084	320.084	15.6%
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	219.578	0.000	219.578	219.578	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.461	0.000	6.461	6.461	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	133.300	133.300	133.300	0.0%
Total	730.308	192.986	923.294	51.076	2,741.762	1,335.842	4,077.605	5,051.975	10.7%

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

CSAG - Supply Division

FY2017	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	20,725.636	.000	16,165.996	4,559.640
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(526.034)	.000	(410.307)	(115.728)
c. Inv Reclassified & Repriced	20,199.601	.000	15,755.689	4,443.912
3. Receipts at MAC	1,622.186	.000	1,265.305	356.881
4. Sales at Standard	3,654.980	.000	2,850.884	804.096
5. Inventory Adjustments				
a. Capitalization + or (-)	(183.414)	.000	(143.063)	(40.351)
b. Returns from Customers for Credit	370.944	.000	289.336	81.608
c. Returns from Customers w/o Credit	3,749.204	.000	2,924.379	824.825
d. Returns to Suppliers (-)	(127.096)	.000	(99.135)	(27.961)
e. Transfers to Property Disposal (-)	(1,749.027)	.000	(1,364.241)	(384.786)
f. Issues/Receipts w/o Reimbursement	575.376	.000	448.793	126.583
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(34.817)	.000	(27.158)	(7.660)
2. Discounts on Returns	(75.210)	.000	(58.664)	(16.546)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	27.802	.000	21.685	6.116
6. Physical Inventory Adj	(438.329)	.000	(341.897)	(96.432)
7. Accounting Adjustments	(132.830)	.000	(103.608)	(29.223)
8. Shipment Discrepancies	(118.916)	.000	(92.754)	(26.161)
9. Other Gains/Losses	616.288	.000	480.705	135.583
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(156.013)	.000	(121.690)	(34.323)
h. Total Adjustments	2,479.974	.000	1,934.380	545.594
6. Inventory EOP	20,646.782	.000	16,104.490	4,542.292
7. Inventory EOP, Revalued (MAC, Discounted)	20,646.782	.000	16,104.490	4,542.292
a. Economic Retention (Memo)	897.887	.000	700.352	197.535
b. Contingency Retention (Memo)	2,979.311	.000	2,323.863	655.448
c. Potential DOD Reutilization (Memo)	13.724	.000	10.705	3.019
8. Inventory on Order Cost EOP (Memo)	4,731.276	.000	3,690.396	1,040.881

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) 2019
Budget Estimates
February 2018

CSAG - Supply Division

FY2018	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	20,646.782	.000	16,104.490	4,542.292
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(456.450)	.000	(356.031)	(100.419)
c. Inv Reclassified & Repriced	20,190.331	.000	15,748.458	4,441.873
3. Receipts at MAC	1,621.521	.000	1,264.787	356.735
4. Sales at Standard	3,529.095	.000	2,752.694	776.401
5. Inventory Adjustments				
a. Capitalization + or (-)	(257.873)	.000	(201.141)	(56.732)
b. Returns from Customers for Credit	306.616	.000	239.161	67.456
c. Returns from Customers w/o Credit	3,644.186	.000	2,842.465	801.721
d. Returns to Suppliers (-)	(106.277)	.000	(82.896)	(23.381)
e. Transfers to Property Disposal (-)	(1,658.070)	.000	(1,293.295)	(364.775)
f. Issues/Receipts w/o Reimbursement	469.892	.000	366.516	103.376
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(34.913)	.000	(27.232)	(7.681)
2. Discounts on Returns	(29.929)	.000	(23.344)	(6.584)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(40.083)	.000	(31.264)	(8.818)
6. Physical Inventory Adj	(50.782)	.000	(39.610)	(11.172)
7. Accounting Adjustments	530.158	.000	413.523	116.635
8. Shipment Discrepancies	(30.668)	.000	(23.921)	(6.747)
9. Other Gains/Losses	640.642	.000	499.701	140.941
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	984.425	.000	767.852	216.574
h. Total Adjustments	3,382.900	.000	2,638.662	744.238
6. Inventory EOP	21,665.657	.000	16,899.212	4,766.445
7. Inventory EOP, Revalued (MAC, Discounted)	21,665.657	.000	16,899.212	4,766.445
a. Economic Retention (Memo)	915.845	.000	714.359	201.486
b. Contingency Retention (Memo)	3,038.897	.000	2,370.340	668.557
c. Potential DOD Reutilization (Memo)	13.998	.000	10.919	3.080
8. Inventory on Order Cost EOP (Memo)	4,591.232	.000	3,581.161	1,010.071

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) 2019
Budget Estimates
February 2018

CSAG - Supply Division

FY2019	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	21,665.657	.000	16,899.212	4,766.445
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(465.579)	.000	(363.152)	(102.427)
c. Inv Reclassified & Repriced	21,200.078	.000	16,536.061	4,664.017
3. Receipts at MAC	1,653.952	.000	1,290.082	363.869
4. Sales at Standard	3,599.677	.000	2,807.748	791.929
5. Inventory Adjustments				
a. Capitalization + or (-)	(263.030)	.000	(205.163)	(57.867)
b. Returns from Customers for Credit	312.749	.000	243.944	68.805
c. Returns from Customers w/o Credit	3,717.069	.000	2,899.314	817.755
d. Returns to Suppliers (-)	(108.402)	.000	(84.554)	(23.849)
e. Transfers to Property Disposal (-)	(1,691.232)	.000	(1,319.161)	(372.071)
f. Issues/Receipts w/o Reimbursement	479.290	.000	373.846	105.444
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(35.612)	.000	(27.777)	(7.835)
2. Discounts on Returns	(30.527)	.000	(23.811)	(6.716)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(40.884)	.000	(31.890)	(8.995)
6. Physical Inventory Adj	(50.782)	.000	(39.610)	(11.172)
7. Accounting Adjustments	530.158	.000	413.523	116.635
8. Shipment Discrepancies	(31.281)	.000	(24.399)	(6.882)
9. Other Gains/Losses	640.642	.000	499.701	140.941
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	981.713	.000	765.736	215.977
h. Total Adjustments	3,428.157	.000	2,673.963	754.195
6. Inventory EOP	22,682.509	.000	17,692.357	4,990.152
7. Inventory EOP, Revalued (MAC, Discounted)	22,682.509	.000	17,692.357	4,990.152
a. Economic Retention (Memo)	934.162	.000	728.646	205.516
b. Contingency Retention (Memo)	3,099.675	.000	2,417.747	681.929
c. Potential DOD Reutilization (Memo)	14.278	.000	11.137	3.141
8. Inventory on Order Cost EOP (Memo)	4,683.057	.000	3,652.784	1,030.272

SM-4 CSAG - Supply Division

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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) 2019 Budget Estimates Submission

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 2.0 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.

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.

Division Overviews

The General Support Division (GSD) finances the Air Force retail inventory and issues requirements for all non-Air Force managed economic order quantity (EOQ) items other than those pertaining to peculiar medical, commissary, and fuels requirements. GSD items support installation, maintenance, administrative functions, field and depot maintenance of aircraft, ground and airborne communication and electronic systems, and other sophisticated systems and equipment. Also included is

SMAG–Retail Budget Overview

initial outfitting of individual clothing items issued to new recruits, organizational clothing items such as firemen's protective over garments, 'clean room' coveralls, air crew helmets, and chemical biological warfare protective over garments. This retail activity is accomplished at nearly 300 Air Force installations throughout the world.

The Air Force Academy Division finances the purchase of uniforms, uniform accessories and miscellaneous commodities required by USAF Academy cadets during their four-year stay at the Academy. The customer base consists of approximately 4000 cadets. The Air 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.

The Surgeon General of the Air Force is responsible for the overall management of the Medical-Dental Division (MDD) and manages items for 73 Medical Treatment Facilities (MTF) worldwide. The Surgeon General assigned central financial and material management functions to the Medical Logistics Division of the Air Force Medical Operations Agency (AFMOA), located at Fort Detrick, Maryland. Nearly 99% of all peacetime customer orders come from MTFs funded by the Defense Health Program appropriation. Peacetime inventory stock remains at 3-4 days with annual turn-over rates of over 200 times.

In addition to the peacetime program, MDD is responsible for purchasing and maintaining inventory/assets funded by the War Reserve Material (WRM) appropriation. The medical WRM inventory is owned by MDD until it is needed for war fighter deployment or contingency operations and it is then sold and revenue is collected for WRM replenishment. WRM inventory accounts for approximately 99% of total MDD inventory at any given time.

War Reserve Materiel (WRM) / Direct Appropriation

The medical WRM provides supplies and equipment vital to support forces in the full range of military operations for the first 30 days of a contingency operation, and provides force health protection materiel to all deploying Air Force Active, Reserve, and Guard personnel. Availability of this materiel ensures Air Force personnel can deploy as scheduled and contingency operations can be conducted until re-supply lines are established and materiel is routinely received from the contiguous United States. A

SMAG--Retail Budget Overview

direct appropriation funds establishment and sustainment of 3,498 assemblages and Force Health Protection assets for 447 locations that are maintained in the MDD inventory until required for direct support of war fighters. Medical wartime assemblies/capabilities are classified into six support categories: Expeditionary Medical Support (EMEDS) assemblages, Aero-Medical Evacuation (AE) sets, Patient Staging, Specialty Care sets, AF Special Operations, Medical Support and Medical Personal Protection Prophylaxis/Antidotes.

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. The Air Force ensures airmen and joint war fighters have the best possible care provided when they go in harm's way by keeping pace with medical device technological advances; however, staying abreast of these rapid innovations places significant financial burden on medical WRM resources.

SMAG-Retail Customer Base

The 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 activities, such as Air Force Consolidated Sustainment Activity Group – Maintenance Division.

SMAG–Retail Financial and Performance Summary

The table below provides revenue and expense data for the total SMAG-R. Revenue and expenses in FY 2017 reflect greater customer demand than FY 2016 and an AOR of \$71.8 million as a result of gains in GSD. Revenues and Expenses rise consistent with projected workload in FY 2018. The AOR decreases to \$14.9 million as a result of \$56.9 million NOR loss in GSD. The FY 2019 revenue and expenses increases approximately 12% over FY 2017 amount, consistent with the continued program workload.

The WRM direct appropriation received is included in the Total Revenue and Expenses balances in all fiscal years. Other Adjustments (WRM) are completed so Net Operating Results (NOR) reflects only results associated with the Operating Program and War Reserve Material Program activity remains NOR neutral.

Revenue, Expenses and Net Operating Results

(Dollars in Millions)	FY 2017	FY2018	FY 2019
Total Revenue	\$4,055.3	\$4,384.4	\$4,622.2
Total Expenses	\$4,018.1	\$4,425.1	\$4,620.3
Operating Results	\$37.2	(\$40.7)	\$1.9
Other Adjustments (WRM)	(\$9.8)	(\$16.2)	(\$16.8)
Net Operating Results	\$27.4	(\$56.9)	(\$14.9)
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$71.8	\$14.9	\$0.0

Cash Management

(Dollars in Millions)	FY 2017	FY2018	FY 2019
BOP Cash Balance	\$274.8	\$307.9	\$215.8
Disbursements	\$4,018.4	\$4,407.0	\$4,574.2
Collections	\$3,987.6	\$4,248.4	\$4,524.9
Transfer Ins/Outs*	\$0.0	\$0.0	\$0.0
WRM	\$64.0	\$66.5	\$77.6
EOP Cash Balance	\$307.9	\$215.8	\$244.2
Lower Range Target	\$174.0	\$193.9	\$245.9
Upper Range Target	\$325.0	\$352.6	\$408.4

The SMAG-Retail end of year cash balances for FY 2018, and FY 2019 reflect a downward trend primarily in GSD. The lower cash balances in GSD are off-set by CSAG-Supply's balance which aid in sourcing GSD's operational disbursement requirements. Collection cycles in FY 2018 and FY 2019 are projected to decrease (18 versus 24) per year. The Cash balances for all three years are well within the lower and upper operating ranges.

Customer Price Change (%)

Division	FY 2017	FY2018	FY 2019
General Support	3.6%	6.0%	2.4%
Medical-Dental	7.1%	1.6%	3.7%
Academy	6.9%	2.3%	1.2%
SMAG-Retail	4.7%	4.8%	2.7%

The FY 2019 customer price changes for SMAG-Retail divisions reflect material inflation and minimal overhead changes. The Medical-Dental FY 2019 customer price change is the result of returning prior year gains in FY 2018 and the rate change reflects this action.

Analysis of Undelivered Orders

Dollars in Millions	FY 2017	FY2018	FY 2019
<u>Peacetime</u>			
General Support Division	\$524.0	\$447.5	\$447.5
Medical-Dental Division	\$116.7	\$118.8	\$121.2
Academy Division	\$0.4	\$0.5	\$0.5
<u>WRM</u>			
Medical-Dental Division	\$69.6	\$71.1	\$72.5
Total SMAG-Retail	\$710.7	\$637.9	\$641.7

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

The GSD aims to limit undelivered orders to 25% of total obligations for inventory replenishment and that target is the basis for the FY 2018 and FY 2019 budget estimates. In FY 2017 GSD met this goal with 17.6%, and for FY 2019 is targeted to meet the goal, achieving 24.7%.

The Medical-Dental Division maintains only 3 - 4 days' worth of inventory on hand. It experiences an annual inventory turnover rate of more than 200 times with most items having a short delivery schedule. Year-to-year increases in Undelivered Orders are primarily due to inflation of medical materials' prices for both the operational and WRM programs.

The Air Force Academy Division 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.

Supply Mission Incapable (MICAP) Hours

GSD Mission Capable (MICAP) Hours in Millions	FY 2017	FY2018	FY 2019
Actual Performance	1.1		
Objective	N/A	N/A	N/A

Mission Capable (MICAP) Hours are the sum of hours a customer waits for a part that grounds an aircraft, piece of equipment or vehicle. Top three systems with the most MICAP hours are for the KC-135, F-16, and F100-220 engines (supports F-15/16 aircraft). AFSC and DLA work together to improve supply performance and reduce constraints effecting these and other platforms. AFSC and DLA also work together annually and throughout the year to review constraints, attend performance reviews together, and finalize a performance based agreement annually, which includes improving MICAP response time.

DLA no longer has MICAP hour targets but measures MICAP Response Time by Weapon System.

Customer Wait Time			
GSD Customer Wait Time (CWT)	FY 2017	FY2018	FY 2019
Actual Performance	6.6		
Objective	7.0	7.0	7.0

Customer Wait Time (CWT) is the average number of days accrued from the time a customer orders a spare part until the part is received. There has been no change since the last time number for FY2016. AF and DLA will continue to work together to find ways to improve supply performance and reduce constraints.

Supply Management Activity Group Retail

Item Quantity Requirements	FY 2017	FY2018	FY 2019
Number of Issues	3,973,891	3,583,890	3,602,577
Number of Receipts	5,553,638	5,653,627	5,663,239
Number of Requisitions ⁽¹⁾	6,998,644	7,229,092	7,279,741
Contracts Executed	11,043	11,596	11,992
Purchase Inflation	4.0%	4.0%	3.2%
Items Managed	1,975,874	1,982,118	1,983,602

(1) The total Requisitions received increases in FY 2018 and FY2019 are a follow-on to increases in FY 2017 for deployed support, and changes that include new flying missions at existing locations. Consistent with increased workload, these new ordering sites will increase the potential volume of transactions.

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

	FY2017	FY2018	FY2019
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	2.137	11.931	12.521
(b) Missile Procurement	(.000)	.018	.018
(c) Other Procurement	.540	.337	.354
(d) Military Construction	.000	.241	.253
(e) Operations & Maintenance - AF	1,113.147	1,230.112	1,297.577
(f) Operations & Maintenance - AFRC	68.726	78.981	81.471
(g) Operations & Maintenance - ANG	201.028	199.938	228.786
(h) Research & Development - AF	20.562	19.833	22.566
(i) Military Personnel - AF	.004	.001	.001
(j) Reserve Personnel - AF	2.112	2.348	2.402
(k) Guard Personnel - ANG	.503	.964	.717
(l) Family Housing	.097	.277	.290
(m) Special Trust Funds	5.438	5.655	6.364
(n) Other Air Force	.061	.042	.043
Total Air Force	1,414.357	1,550.677	1,653.365
(2) Army	8.943	4.799	6.062
(3) Navy	2.060	9.208	8.747
(4) MAP Grant Aid	.012	(.035)	.003
(5) Other DOD	1,152.375	1,119.331	1,222.084
Total DOD excluding WCF	2,577.748	2,683.981	2,890.261
b. Orders From Other Fund Activity Groups			
(1) Other AF Supply Management Activity Groups	(.063)	.215	.236
(2) Transportation Activity Group - TRANSCOM	100.274	103.617	118.481
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,438.884	1,488.482	1,555.765
(4) Other WCF Activity Groups	.124	(.099)	.006
(5) Commissary, Sur. Coll.	.003	.005	.007
Total Other Fund Activity Groups	1,539.221	1,592.220	1,674.493
c. Grand Total DOD	4,116.969	4,276.201	4,564.754

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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

	FY2017	FY2018	FY2019
d. Other Orders			
(1) Other Federal Agencies	1.858	5.044	5.951
(2) Non Federal Agencies	.408	.622	.667
(3) FMS	7.368	3.229	4.855
Total Other Orders	9.634	8.895	11.474
Total New Gross Orders	4,126.603	4,285.095	4,576.228
2. Carry-In Orders (BOP)	843.997	909.506	811.138
3. Total Gross Orders	4,970.601	5,194.602	5,387.366
4. Carry-Out Orders (-) (EOP)	909.506	811.138	761.488
5. Gross Sales (-)	4,061.094	4,383.464	4,625.877
6. Credit Returns (-)	64.429	83.377	87.688
7. Net Sales	3,996.665	4,300.087	4,538.189

Fund 11 Supply Management Activity Group - Retail

Fund 14	Revenue and Expenses Air Force Working Capital Fund	Fiscal Year (FY) 2019
(Dollars in Millions)	Supply Management Activity Group - Retail	Budget Estimates
Supply Management Activity Group - Retail		February 2018

	FY2017	FY2018	FY2019
Revenue:			
Gross Revenue from Sales	4,050.786	4,383.464	4,625.877
Less Credit Returns	64.429	83.377	87.688
Net Revenue from Sales	3,986.357	4,300.087	4,538.189
Other Revenue	26.629	17.843	15.000
Direct Appropriation	42.279	66.462	77.644
Total Net Revenue	4,055.265	4,384.392	4,630.833
Expense:			
Cost of Material Sold Operating Program	3,912.807	4,277.184	4,473.320
Cost of Material Sold WRM	15.717	17.843	15.000
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	3,928.524	4,295.027	4,488.320
Inventory Losses / Obsolescence (Ops)	(7.452)	2.796	4.122
Inventory Losses / Obsolescence (WRM)	32.016	49.160	51.077
Cost of Direct Reimbursable Material	.000	.000	.000
Initial Spares	.000	.000	.000
Readiness Spares Package	.000	.000	.000
Mobilization	.000	.000	.000
Other Direct Reimbursements	.000	.000	.000
Subtotal Material Expenses	3,953.087	4,346.983	4,543.519
Business Operations			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.009	.079	.082
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	28.547	32.382	33.155
Transportation of Things Operating Program	30.393	33.519	34.007
Transportation of Things WRM	1.087	1.100	1.143
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.340	.443	.444
Rent, Comm, Utilities and Misc Charges	1.037	1.111	1.134
Other Purchased Services	3.570	9.457	6.810
Subtotal Business Operations	64.984	78.091	76.774
Total Expenses	4,018.071	4,425.074	4,620.293

Fund 14 Supply Management Activity Group - Retail

Fund 14 (Dollars in Millions) Supply Management Activity Group - Retail	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail		Fiscal Year (FY) 2019 Budget Estimates February 2018
	FY2017	FY2018	FY2019
Operating Result	37.194	(40.682)	10.541
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	(42.279)	(66.462)	(77.644)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	.000	50.260	52.220
Other Changes (NOR)	32.499	.000	.000
NET OPERATING RESULT (NOR)	27.414	(56.884)	(14.883)
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	44.353	71.767	14.883
Accumulated Operating Result (AOR)	71.767	14.883	(.000)
Non-Recoverable Adjustment (AOR)	.000	.000	.000
Accumulated Operating Result for Budget Purposes	71.767	14.883	(.000)

Fund 14 Supply Management Activity Group - Retail

SM-1
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn ¹	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<u>FY2017</u>									
GSD	2,972.660	2,945.326	2,975.968	.000	.000	2,975.968	.000	.000	2,975.968
Med/Dent	1,084.747	1,046.572	1,034.426	77.032	.000	1,111.458	.000	.000	1,111.458
Academy	4.767	4.767	5.348	.000	.000	5.348	.000	.000	5.348
Total SMAG-Retail	4,062.174	3,996.665	4,015.742	77.032	.000	4,092.774	.000	400.000	4,492.774
<u>FY2018</u>									
GSD	3,131.605	3,198.551	3,253.037	.000	.000	3,253.037	.000	.000	3,253.037
Med/Dent	1,065.015	1,096.437	1,095.487	84.305	.000	1,179.792	.000	.000	1,179.792
Academy	5.099	5.099	5.651	.000	.000	5.651	.000	.000	5.651
Total SMAG-Retail	4,201.718	4,300.087	4,354.175	84.305	.000	4,438.480	.000	400.000	4,838.480
<u>FY2019</u>									
GSD	3,330.274	3,384.100	3,384.100	.000	.000	3,384.100	.000	.000	3,384.100
Med/Dent	1,152.457	1,148.281	1,159.092	92.644	.000	1,251.736	.000	.000	1,251.736
Academy	5.808	5.808	5.759	.000	.000	5.759	.000	.000	5.759
Total SMAG-Retail	4,488.540	4,538.189	4,548.951	92.644	.000	4,641.595	.000	.000	4,641.595

1. The WRM Direct Appropriation column above includes obligation targets for the direct appropriation, prior year direct appropriation carryover and replenish/repair WRM reinvestment (from WRM Sales). The SM-6 exhibit presents detail level data.

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2017	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,482.571	641.758	1,322.398	518.414
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(5.579)	1.069	(6.761)	.113
c. Inv Reclassified & Repriced	2,476.992	642.828	1,315.637	518.527
3. Receipts at MAC	4,058.898	62.601	3,996.297	.000
4. Sales at Standard	3,849.371	16.132	3,833.239	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	9.027	12.210	(3.177)	(.006)
b. Returns from Customers for Credit	1.611	.000	1.565	.046
c. Returns from Customers w/o Credit	614.787	.398	597.935	16.454
d. Returns to Suppliers (-)	(206.141)	(.169)	(205.947)	(.025)
e. Transfers to Property Disposal (-)	(993.820)	(13.201)	(976.543)	(4.076)
f. Issues/Receipts w/o Reimbursement	477.071	11.652	465.420	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(44.556)	(27.959)	(.883)	(15.715)
2. Discounts on Returns	(2.896)	.000	(2.896)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(57.579)	(.688)	(56.881)	(.011)
6. Physical Inventory Adj	(17.000)	(2.326)	(14.722)	.048
7. Accounting Adjustments	(.436)	.000	(2.093)	1.657
8. Shipment Discrepancies	48.226	(.000)	48.226	.000
9. Other Gains/Losses	(1.324)	(1.304)	(.375)	.354
10. Strata Transfers	.513	(2.293)	(.272)	3.079
11. Strata Transfers in Transit	5.506	1.347	4.375	(.216)
12. Other Adjustments - Total	(69.547)	(33.223)	(25.520)	(10.803)
h. Total Adjustments	(167.010)	(22.333)	(146.267)	1.590
6. Inventory EOP	2,519.509	666.964	1,332.428	520.117
7. Inventory EOP, Revalued (MAC, Discounted)	2,519.509	666.964	1,332.428	520.117
a. Economic Retention (Memo)	60.155	.000	.000	60.155
b. Contingency Retention (Memo)	343.332	.000	.000	343.332
c. Potential DOD Reutilization (Memo)	114.317	.000	.000	114.317
8. Inventory on Order Cost EOP (Memo)	710.682	69.666	641.016	.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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2018	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,519.509	666.964	1,332.428	520.117
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(18.217)	1.091	(19.423)	.115
c. Inv Reclassified & Repriced	2,501.292	668.054	1,313.005	520.233
3. Receipts at MAC	4,334.195	66.462	4,267.733	.000
4. Sales at Standard	4,387.424	14.857	4,372.567	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	22.094	12.454	9.646	(.006)
b. Returns from Customers for Credit	1.643	.000	1.596	.047
c. Returns from Customers w/o Credit	563.238	.406	546.049	16.783
d. Returns to Suppliers (-)	(213.612)	(.172)	(213.415)	(.025)
e. Transfers to Property Disposal (-)	(441.137)	(13.465)	(423.515)	(4.158)
f. Issues/Receipts w/o Reimbursement	360.205	11.885	348.320	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(47.430)	(28.518)	(2.883)	(16.029)
2. Discounts on Returns	(65.223)	.000	(65.223)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(34.768)	(.701)	(34.056)	(.011)
6. Physical Inventory Adj	1.204	(2.373)	3.528	.049
7. Accounting Adjustments	80.992	.000	73.492	7.500
8. Shipment Discrepancies	23.865	(.000)	23.865	.000
9. Other Gains/Losses	(1.351)	(1.330)	(.382)	.361
10. Strata Transfers	.524	(2.339)	(.278)	3.141
11. Strata Transfers in Transit	(10.498)	1.347	(11.625)	(.220)
12. Other Adjustments - Total	(52.685)	(33.914)	(13.561)	(5.209)
h. Total Adjustments	239.745	(22.807)	255.120	7.432
6. Inventory EOP	2,687.809	696.852	1,463.292	527.665
7. Inventory EOP, Revalued (MAC, Discounted)	2,687.809	696.852	1,463.292	527.665
a. Economic Retention (Memo)	18.800	.000	.000	18.800
b. Contingency Retention (Memo)	395.527	.000	.000	395.527
c. Potential DOD Reutilization (Memo)	116.821	.000	.000	116.821
8. Inventory on Order Cost EOP (Memo)	637.938	71.059	566.879	.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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2019	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,687.809	696.852	1,463.292	527.665
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(15.625)	.479	(16.222)	.119
c. Inv Reclassified & Repriced	2,672.184	697.331	1,447.069	527.784
3. Receipts at MAC	4,409.805	69.054	4,340.751	.000
4. Sales at Standard	4,451.158	15.000	4,436.158	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	22.343	12.703	9.645	(.006)
b. Returns from Customers for Credit	1.676	.000	1.628	.048
c. Returns from Customers w/o Credit	563.657	.414	546.125	17.119
d. Returns to Suppliers (-)	(213.620)	(.176)	(213.419)	(.026)
e. Transfers to Property Disposal (-)	(446.551)	(13.734)	(428.576)	(4.241)
f. Issues/Receipts w/o Reimbursement	360.607	12.122	348.485	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(48.379)	(29.088)	(2.941)	(16.349)
2. Discounts on Returns	(65.223)	.000	(65.223)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(34.783)	(.715)	(34.056)	(.011)
6. Physical Inventory Adj	1.158	(2.420)	3.528	.050
7. Accounting Adjustments	(65.992)	.000	(73.492)	7.500
8. Shipment Discrepancies	23.865	(.001)	23.865	.000
9. Other Gains/Losses	(1.378)	(1.356)	(.390)	.368
10. Strata Transfers	.534	(2.386)	(.283)	3.204
11. Strata Transfers in Transit	(3.490)	1.360	(4.625)	(.225)
12. Other Adjustments - Total	(193.687)	(34.607)	(153.617)	(5.464)
h. Total Adjustments	94.425	(23.277)	110.272	7.431
6. Inventory EOP	2,725.256	728.108	1,461.934	535.214
7. Inventory EOP, Revalued (MAC, Discounted)	2,725.256	728.108	1,461.934	535.214
a. Economic Retention (Memo)	18.800	.000	.000	18.800
b. Contingency Retention (Memo)	395.527	.000	.000	395.527
c. Potential DOD Reutilization (Memo)	116.821	.000	.000	116.821
8. Inventory on Order Cost EOP (Memo)	641.736	72.480	569.256	.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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2017

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	641.758	641.758	.000
2. Price Change	1.069	1.069	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	24.136	24.136	.000
a. Receipts @ std	62.999	62.999	.000
(1). Purchases	62.601	62.601	.000
(2). Returns from customers	.398	.398	.000
b. Issues @ std	(29.502)	(29.502)	.000
(1). Sales	(16.132)	(16.132)	.000
(2). Returns to suppliers	(.169)	(.169)	.000
(3). Disposals	(13.201)	(13.201)	.000
c. Adjustments @ std	(9.362)	(9.362)	.000
(1). Capitalizations	12.210	12.210	.000
(2). Gains and losses	11.652	11.652	.000
(3). Other	(33.223)	(33.223)	.000
Inventory EOP	666.964	666.964	.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)	63.967
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	13.065
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	77.032

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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2018

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	666.964	666.964	.000
2. Price Change	1.091	1.091	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	28.798	28.798	.000
a. Receipts @ std	66.868	66.868	.000
(1). Purchases	66.462	66.462	.000
(2). Returns from customers	.406	.406	.000
b. Issues @ std	(28.494)	(28.494)	.000
(1). Sales	(14.857)	(14.857)	.000
(2). Returns to suppliers	(.172)	(.172)	.000
(3). Disposals	(13.465)	(13.465)	.000
c. Adjustments @ std	(9.576)	(9.576)	.000
(1). Capitalizations	12.454	12.454	.000
(2). Gains and losses	11.885	11.885	.000
(3). Other	(33.914)	(33.914)	.000
Inventory EOP	696.852	696.852	.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)	66.462
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	17.843
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	84.305

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) 2019
Budget Estimates
February 2018

Supply Management Activity Group - Retail

FY2019

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	696.852	696.852	.000
2. Price Change	.479	.479	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	30.777	30.777	.000
a. Receipts @ std	69.468	69.468	.000
(1). Purchases	69.054	69.054	.000
(2). Returns from customers	.414	.414	.000
b. Issues @ std	(28.910)	(28.910)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.176)	(.176)	.000
(3). Disposals	(13.734)	(13.734)	.000
c. Adjustments @ std	(9.781)	(9.781)	.000
(1). Capitalizations	12.703	12.703	.000
(2). Gains and losses	12.122	12.122	.000
(3). Other	(34.607)	(34.607)	.000
Inventory EOP	728.108	728.108	.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)	77.644
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	15.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	92.644

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) 2019 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 United States Transportation Command, Commander (USTRANSCOM CDR) 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 USTRANSCOM CDR, except for Service unique or theater assigned assets. USTRANSCOM Commander 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. Also reflected is USTRANSCOM's support of DoD's "Cloud Computing Strategy" (July 2012).

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 \$7.3 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:

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.

TWCF Budget Analysis Overview

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 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: In FY 2018, through November, the DPO has validated approximately \$41.7 million in distribution and transportation 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:

- Working with Combatant Commands to utilize the most efficient transportation modes
- Positioning material that is more economical for DoD to stock in overseas depots because of demand or high shipping costs
- Improving container utilization on ocean liner missions
- Improving pallet and planeload utilization
- Tankering Fuel
- Combining Unit Line Number (ULN) movements to eliminate redeployment contingency missions

Costs

COST (\$ IN MILLIONS)	FY 2017	FY 2018	FY 2019
AMC	\$4,701	\$5,162	\$5,222
SDDC	\$1,224	\$1,001	\$1,071
MSC	\$758	\$656	\$623
Defense Courier Division (DCD)	\$8	\$9	\$9
USTRANSCOM Command Staff	\$342	\$383	\$399
Total	\$7,033	\$7,211	\$7,324

FY 2018 in the FY 2018 PB - FY 2018 Current Estimate:

Total USTRANSCOM: Cost increased in FY 2018 by \$160 million, major changes are listed below:

- +\$270 million – Workload changes in CENTCOM Area of Operations
- +\$128 million – Increased aircraft/ship maintenance
- (\$191) million – Pricing changes (Commercial Transportation, Aircraft Maintenance)
- (\$47) million – Other

FY 2018 - FY 2019:

Total USTRANSCOM: Cost increased in FY 2019 by \$113 million, major changes are listed below:

- +\$75 million – Pricing changes (Commercial Transportation, Aircraft Maintenance, General Purchase Inflation)
- +\$30 million – Other
- +\$12 million – Workload changes in CENTCOM Area of Operations
- (\$4) million – Decreased ship maintenance

Revenue

REVENUE (\$ IN MILLIONS)	FY 2017	FY 2018	FY 2019
AMC	\$4,924	\$5,159	\$4,986
SDDC	\$1,180	\$917	\$953
MSC	\$653	\$606	\$635
DCD	\$9	\$7	\$7
USTRANSCOM Command Staff	\$359	\$353	\$380
Total	\$7,125	\$7,042	\$6,961

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

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 2019 revenue is based on known and anticipated orders, primarily from DoD, and where mutually advantageous, from non-DoD customers.

Disbursements, Collections, and Net Outlays

(\$ IN MILLIONS)	FY 2017	FY 2018	FY 2019
Disbursements	\$6,965	\$6,663	\$6,668
Collections	\$6,985	\$6,717	\$6,687
Net Outlays	(\$20)	(\$54)	(\$19)
Ending Cash Balance	\$856	\$910	\$930
Cash Lower Boundary	\$749	\$751	\$761
Cash Upper Boundary	\$1,270	\$1,271	\$1,281

FY 2018 USTRANSCOM CASH: The FY 2018 cash is projected to increase from \$856 million to \$910 million due to increase workload. Cash balances also support the Treasury Department’s daily cash reporting initiative, while remaining within the Operating Range.

Customer Rate Changes

AMC RATE CHANGES	FY 2018	FY 2019
Channel Passenger	-1.6%	1.8%
Channel Cargo	-31.6%	1.8%
SAAM/JETP	1.3%	-8.0%
Training	4.4%	-15.1%

MSC RATE CHANGES	FY 2018	FY 2019
Petroleum Tankerships	2.8%	18.8%
Surge ROS	-31.9%	6.6%
Army Afloat Prepositioning	22.6%	7.1%
Air Force Afloat Prepositioning	-7.0%	22.2%
Chartered Cargo	-26.8%	10.3%

SDDC RATE CHANGES	FY 2018	FY 2019
Port Operations	1.3%	0.0%
Defense Personal Property Program (DP3)	2.1%	6.7%
Liner Ocean Transportation	-2.8%	4.7%

DCD RATE CHANGES	FY 2018	FY 2019
Pounds Delivered	-3.7%	-14.1%

Capital Investment Program (CIP)

This budget enables USTRANSCOM to continue system enhancements and upgrades to embrace its role as a global Combatant Command delivering national objectives in tomorrow's dynamic security environment. USTRANSCOM continues to challenge its assumptions, accurately forecast trends that will define the future operating environment, and develop the technologies and ideas that maintain our Nation's competitive advantage in transportation and logistics.

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. Defense Personal Property System

TWCF Budget Analysis Overview

(DPS), Consolidated Air Mobility Planning System (CAMPS), Integrated Multi-model Operations (IMMO), and Mobility Enterprise Information Services (MEIS) 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. CAMPS funding will focus on ongoing applications development for Increment 1 Initial Operating Capability (IOC) that consists of Airlift Requirements Management, Airlift Planning, Mission Tasking, Iterative Planning, and Enterprise Service Integration. IMMO funding will support the Enterprise Data Requirements and Enterprise Architecture to prepare for a future move to an “on demand infrastructure”. MEIS funding will continue the development of services that support capabilities for the KC-46 (C2 Messaging) and JOPES modernization. MEIS services include Aircraft, Airlift, Airspace, Capacity, Cargo, Collaboration, Crew, Flight Plan, Manifest, Mission, Mobility, and Weather.

Two investments were separated from the Infostrucure investment in FY17; USTRANSCOM Centralized Enclave (USTC CE) and USTRANSCOM Distributive Enclave (USTC DE). This separation allows the standardization of USTRANSCOM infrastructure budget reporting and realigns the funding with each Enclave respective owners. Capitalized assets and depreciations are recorded in the Components’ financial systems and matches the Accountable Property System of Record resulting in FIAR Compliancy.

CIP (\$ IN MILLIONS)	FY 2017	FY 2018	FY 2019
Equipment	0.6	4.2	2.3
ADPE and Telecom Equip	5.9	27.4	26.1
Software Development	85.1	82.4	76.8
Minor Construction	4.3	6.9	7.7
Total	95.9	120.9	112.9

Manpower Trends

USTRANSCOM's staffing is comprised of approximately 75 percent military and 25 percent civilian. Maintaining a ready airlift capability consumes approximately 86 percent of the workforce. MSC and SDDC meet the majority of their requirements through commercial 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 2017	FY 2018	FY 2019
Army	227	217	201
Navy	155	169	157
Marine Corps	12	11	11
Air Force	11,764	11,746	11,731
Total Military End Strength	12,158	12,143	12,100
Total Military Workyears	11,506	10,896	10,855

*Includes AMC and DCD military end strengths/workyears which are funded by Military Personnel appropriation and not recovered in rates per FMR Volume 11B, Chapter 14

Civilian End Strength

	FY 2017	FY 2018	FY 2019
U.S. Direct Hire	3,153	3,589	3,627
Foreign National Direct Hire	246	285	285
Foreign National Indirect Hire	272	302	302
Total Civilian End Strength	3,671	4,176	4,214

TWCF Budget Analysis Overview

Civilian Full-Time Equivalents

	FY 2017	FY 2018	FY 2019
U.S. Direct Hire	3,164	3,526	3,564
Foreign National Direct Hire	246	283	283
Foreign National Indirect Hire	262	300	300
Total Civilian FTEs	3,672	4,109	4,147

United States Transportation Command

	Expenses
FY2017 Estimated Actuals	\$7,032.6
FY2018 Estimate in President's Budget	\$7,051.2
Estimated Impact in FY2018 Actual FY2017 Experience	\$0.0
Pricing Adjustments:	(\$191.2)
a. FY2018 Pay Raises	(\$0.2)
(1) Civilian Personnel	(\$0.8)
(2) Military Personnel	\$0.6
b. Annualization of Prior Year Pay Raises	\$1.7
(1) Civilian Personnel	\$1.6
(2) Military Personnel	\$0.1
c. Fuel Pricing	(\$5.3)
d. General Purchase Inflation	\$11.8
e. Depot Level Repairables Changes	\$1.1
f. Commercial Transportation Pricing Changes	(\$166.5)
g. Aircraft Maintenance Price changes	(\$33.8)
Productivity Initiatives & Other Efficiencies:	\$0.0
a. Headquarters Reductions	\$0.0
Program Changes:	\$351.2
a. Aircraft Maintenance Changes	\$114.2
b. Other	(\$47.2)
c. Workload Changes	\$270.2
d. Ship Maintenance Changes	\$14.0
FY2018 Current Estimate	\$7,211.2

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

United States Transportation Command

	Expenses
FY2018 Current Estimate	\$7,211.2
Pricing Adjustments:	\$75.3
a. FY2019 Pay Raises	\$1.8
(1) Civilian Personnel	\$1.1
(2) Military Personnel	\$0.7
b. Annualization of Prior Year Pay Raises	\$1.8
(1) Civilian Personnel	\$1.6
(2) Military Personnel	\$0.2
c. General Purchase Inflation	\$15.1
d. Aircraft Maintenance Changes	\$21.2
e. Commercial Transportation Pricing Changes	\$41.1
f. Depot Level Repairables Changes	(\$1.3)
g. Fuel Pricing	(\$4.4)
Productivity Initiatives & Other Efficiencies:	\$0.0
a. Fuel Efficiencies due to Information Technology Initiatives	\$0.0
b. Fuel Efficiencies due to Policy	\$0.0
c. Cost Efficiencies	\$0.0
d. Headquarters Reductions	\$0.0
Program Changes:	\$37.1
a. Other	\$30.2
b. Aircraft Maintenance Changes	\$0.0
c. Base Operating Support Changes	\$0.0
d. Workload Changes	\$11.4
e. Ship Maintenance Changes	(\$4.5)
FY2019 Estimate	\$7,323.6

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2019
Budget Estimates
February 2018

United States Transportation Command

	FY2017	FY2018	FY2019
1. New Orders			
a. Orders From DOD Components:	6,068.0	6,210.0	6,125.7
Total Air Force	2,771.8	3,094.0	2,997.8
Military Personnel	116.7	115.9	119.6
Aircraft Procurement	.6	.2	.2
Missile Procurement	.1	.0	.0
Other Procurement	8.8	8.6	8.3
Operations & Maintenance	2,360.3	2,658.6	2,592.2
Operations & Maintenance - ANG	33.2	35.7	33.9
Operations and Maintenance - AFRES	208.5	250.0	218.4
RDT&E	2.9	2.9	2.8
Other	40.7	22.1	22.4
Army	1,908.4	1,747.7	1,776.0
Military Personnel	135.3	141.5	148.3
Aircraft Procurement	.1	.1	.1
Missile Procurement	.6	.6	.5
Other Procurement	5.6	7.3	7.4
AAFES	103.1	57.0	58.2
Operations and Maintenance	1,612.8	1,503.7	1,524.2
NG, O&M	15.5	15.0	14.9
Army Reserve	.5	.4	.4
RDT&E	9.7	5.5	5.5
Other	25.2	16.6	16.5
Navy	593.8	525.1	544.5
Military Personnel	66.2	68.5	70.6
Aircraft Procurement	.0	.0	.0
NEXCOM	.0	.4	.4
Operations and Maintenance	327.5	325.5	318.4
NG, O&M	3.2	3.6	3.3
NDSF	192.7	123.5	148.3
RDT&E	2.2	2.5	2.3
Other	2.0	1.1	1.2
Marine Corps	171.3	172.1	173.6
Military Personnel	18.5	17.5	17.5

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) 2019
Budget Estimates
February 2018

United States Transportation Command

	FY2017	FY2018	FY2019
MCEX	.0	.0	.0
Operations and Maintenance	150.0	154.4	155.9
Other	2.8	.2	.2
OSD	622.7	671.1	633.8
Operations and Maintenance	574.3	645.4	609.1
JCS	62.4	99.0	95.5
SOCOM	448.5	490.9	459.9
Health Affairs	40.5	42.1	39.7
NSA	3.3	2.8	2.8
DIA	.0	.0	.0
DMA	.0	.0	.0
Other	16.2	6.1	6.9
DLA (Non-WCF)	.0	1.0	1.0
DTS-PMO	.0	.0	.0
DSCA	3.4	3.5	3.3
Procurement	.2	.9	.9
Other	48.2	24.8	23.8
b. Orders From Other Fund Activity Groups	718.8	588.4	595.3
DECA	9.8	5.2	5.3
DLA	335.1	219.5	199.7
Other Orders	373.9	363.7	390.3
c. Total DOD	6,786.8	6,798.4	6,721.0
d. Other Orders	338.5	243.3	240.2
Other Federal Agencies	15.1	14.1	13.7
Trust Fund	.0	.0	.0
Non Federal Agencies	62.9	57.4	55.3
Foreign Military Sales	260.5	171.8	171.2
Total New Orders	7,125.3	7,041.7	6,961.2
2. Carry-In Orders	.0	.0	.0
3. Total Gross Orders	7,125.3	7,041.7	6,961.2
4. Funded Carryover	.0	.0	.0
5. Total Gross Sales	7,125.3	7,041.7	6,961.2

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) 2019
Budget Estimates
February 2018

United States Transportation Command	FY2017	FY2018	FY2019
Revenue			
Gross Sales	7,124.2	7,042.8	6,961.2
Operations	7,085.2	6,947.6	6,862.2
Capital Surcharge	.0	.0	.0
Cash Surcharge	.0	.0	.0
Depreciation excluding Maj Const	39.0	95.2	99.0
Major Construction Depreciation	.0	.0	.0
Other Income	1.1	(1.1)	.0
Refunds/Discounts(-)	.0	.0	.0
Total Income:	7,125.3	7,041.7	6,961.2
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	47.4	42.0	43.3
Civilian Personnel Compensation & Benefits	351.1	410.4	413.7
Travel and Transportation of Personnel	76.2	78.7	80.5
Materials and Supplies (For internal operations)	1,076.7	1,264.9	1,278.7
Equipment	6.6	5.1	5.0
Other Purchases from Revolving Funds	209.4	218.1	249.7
Transportation of Things	3,403.1	3,155.2	3,188.0
Depreciation - Capital	39.0	95.2	99.0
Printing and Reproduction	.3	.2	.2
Advisory and Assistance Services	6.4	5.9	6.0
Rent, Comm, Utilities and Misc Charges	38.2	53.3	55.2
Other Purchased Services	1,778.2	1,882.2	1,904.3
Total Expenses	7,032.6	7,211.2	7,323.6
Operating Result	92.7	(169.5)	(362.4)
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	92.7	(169.5)	(362.4)
Beginning AOR	985.0	1,088.1	362.4
Prior Year Adjustments	.0	.0	.0
Other Changes Affecting AOR	.0	.0	.0
Accumulated Operating Result	1,077.7	918.6	(.0)
Non-Recoverable Adjustment Impacting AOR	10.4	(556.2)	.0
Accumulated Operating Result for Budget Purposes	1,088.1	362.4	(.0)

***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) 2019
Budget Estimates
February 2018

CSAG

Line Number	Item Description	FY2017		FY2018		FY2019	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	EQUIPMENT	44	121.449	55	153.375	54	133.414
	Maintenance Division	44	121.449	55	153.375	54	133.414
	Supply Division	0	0.000	0	0.000	0	0.000
	ADPE & TELECOM	11	8.887	9	9.771	8	6.155
	Maintenance Division	11	8.887	9	9.771	8	6.155
	Supply Division	0	0.000	0	0.000	0	0.000
	SOFTWARE DEVELOPMENT	1	11.800	2	14.313	1	1.189
	Maintenance Division	0	0.000	1	0.955	0	0.000
	Supply Division	1	11.800	1	13.358	1	1.189
	MINOR CONSTRUCTION	7	5.126	7	5.059	12	10.423
	Maintenance Division	7	5.126	7	5.059	12	10.423
	Supply Division	0	0.000	0	0.000	0	0.000
	TOTAL	63	147.262	73	182.518	75	151.180
	Capital Outlays (above threshold)		166.263		186.657		160.946
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		166.263		186.657		160.946
	Total Depreciation Expense		152.653		157.741		158.679

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

Fiscal Year (FY) 2019
 Budget Estimates
 February 2018

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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	55,464.5	55,464.5	1	71,871.3	71,871.3	1	84,021.7	84,021.7
Total	1	55,464.5	55,464.5	1	71,871.3	71,871.3	1	84,021.7	84,021.7
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. WSS investments are designed, scheduled, and installed in accordance with established Air Logistics Complex or Aerospace Maintenance and Regeneration Group processes and priorities. WSS projects support the 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; 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 capability and produce an acceptable end state is a critical factor in depot operations. As such, programming and execution in this capability is essential as equipment requirements may change. Documentation and project justification support are certified and maintained on file in accordance with the established guidance.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>Without the required equipment, AFMC 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 new workload requirements and produce acceptable end state products. Depot infrastructure would deteriorate and become unproductive. The 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 commensurate with changing combat environments.</p>									

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

Fiscal Year (FY) 2019
 Budget Estimates
 February 2018

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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	65,984.2	65,984.2	1	81,503.6	81,503.6	1	49,392.0	49,392.0
Total	1	65,984.2	65,984.2	1	81,503.6	81,503.6	1	49,392.0	49,392.0

Narrative Justification:

Description

This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeables, or Other Depot mission areas. Investments are designed, scheduled, and installed in accordance with established Air Logistics Complex processes and priorities that coincide with weapon system upgrades and requirements. 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 improvements and personnel safety; supports hazardous waste minimization and pollution prevention efforts; enhances product quality; increases customer satisfaction in performing the Air Force mission; and allows for the in-depth troubleshooting of line replaceable units (LRU), shop replaceable units (SRU) and higher assembly carcasses. 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 capability is essential to depot maintenance CORE workload as equipment requirements change and weapon systems upgrade. Documentation and project justification support are certified and maintained on file in accordance with the established guidance.

Economic Analysis

An Economic Analysis was completed and is on file.

Impact

Without TEST capability investments, AFMC 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 new workload requirements and produce acceptable end state products. Depot infrastructure would deteriorate and become unproductive. The ability to execute capital budgets in support mission objectives would be severely hampered. The aforementioned investments are critical to remaining competitive and providing combat mission support commensurate with changing combat environments.

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

Fiscal Year (FY) 2019
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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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	8,887.1	8,887.1	1	9,771.4	9,771.4	1	6,154.5	6,154.5
Total	1	8,887.1	8,887.1	1	9,771.4	9,771.4	1	6,154.5	6,154.5
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 systems and equipment. All upgrades are implemented within the Air Force's common infrastructure. Investments include upgrading fiber optics, routers, servers and other infrastructure items required to support the implementation of an efficient depot maintenance support structure. The aforementioned investments ensure commonality and replacement of equipment before failure, incompatibility or obsolescence due to age. Equipment replacements are 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>Upgrades are critical to maintaining system reliability and improving operating performance and ensuring the supportability of depot maintenance systems and equipment. New operating system will improve CSAG Maintenance Division's capability to actively monitor and make corrective actions in financial and operational performance. Support network infrastructure upgrades must be placed into service prior to upgrading operating systems. The Air Force will be unable to track financial, operational and equipment performance without planned infrastructure replacement and improvement. Lack of investments in this capability will impact the depot's ability to effectively monitor performance which results in cost increases, negative impacts to production, 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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	0.0	0.0	0	955.5	955.5	0	0.0	0.0
Total	1	0.0	0.0	0	955.5	955.5	0	0.0	0.0
Narrative Justification:									
Description									
This capability provides for development and acquisition of both operating and application software that support depot maintenance operations. Software requirements include systems programs, application programs, commercial-off-the-shelf (COTS) software, independent subroutines, databases, equipment upgrades, Test Program Sets (TPS) 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.									
Economic Analysis									
An Economic Analysis ifor APO s complete and should be ceftified 1st Qtr FY14.									
Impact									
Planned software 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.									

Fund 9B
(Dollars in Thousands)

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

Fiscal Year (FY) 2019
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Department of the Air Force Depot Maintenance		Line No. & Item Description MINOR CONSTRUCTION					Activity Identification HQ AFMC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	5,126.1	5,126.1	1	5,058.8	5,058.8	1	10,423.3	10,423.3
Total	1	5,126.1	5,126.1	1	5,058.8	5,058.8	1	10,423.3	10,423.3
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 \$1,000,000) 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, improve depot flow days and support office and work space reorganizations. In addition, MC projects provide construction required to install needed mission essential equipment and capital investment equipment.									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
If facilities are not properly maintained or modernized based upon required depot workload, there will be work stoppages along with safety and security issues which affects weapon system availability. 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)

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description ESCAPE				Activity Identification HQ AFMC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	11,800.0	11,800.0	1	13,357.6	13,357.6	1	1,188.5	1,188.5
Total	1	11,800.0	11,800.0	1	13,357.6	13,357.6	1	1,188.5	1,188.5
Narrative Justification:									
Description									
<p>The Enterprise Supply Chain Analysis, Planning and Execution (ESCAPE) initiative furthers the definition, design, acquisition, implementation and delivery of warfighter enterprise supply chain planning capabilities. The initiative supports DoD transformational goals by seeking to modernize legacy supply chain planning processes and systems under a single enterprise materiel solution. The primary (and near-exclusive) users of USAF planning capabilities are the Item Managers, Equipment Specialists and Production Specialists. Current Air Force supply chain planning systems lack the ability to efficiently support depot maintenance operations, effectively position assets across the enterprise, collaborate with suppliers, and optimize inventory efficiently due to the use of substandard legacy processes and do not integrate the core supply chain capabilities: Demand Planning, Inventory Planning (or optimization), Supply Planning, Exception Management and Analytics. The requested funds will support Development/Modernization expenditures related to Solution Support (COTS Vendor Support), System Integrator, Hosting/Data Services/Analytics (Dev), Infrastructure Services, Infrastructure Services Non-Recurring Equipment (NRE), and Development License (via Service Contract).</p>									
Economic Analysis									
<p>An Economic Analysis was completed and is on file. The savings to investment ratio stands at 6.24 over the lifecycle. This is accomplished through reduced sustainment costs and various inventory efficiencies such as improved forecasting, tighter collaboration between the AF supply community with depot maintenance and suppliers; improved bill of materials accuracy, more responsive planning; and near real time performance management.</p>									
Impact									
<p>If not funded, the AF will accept the current antiquated supply chain planning environment and fail to realize a robust ROI, lose a competitive advantage to onboard new workloads as well as prevent enabling future manpower efficiencies. ESCAPE provides a critical capability to enable other workstreams such as the Maintenance, Repair and Overhaul (MRO) capability initiative by providing it a near real time source of prioritized repair requirements, and is a crucial step towards simplifying the AF supply chain's information system portfolio.</p>									

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2019
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CSAG - Maintenance Division

Major Category	Initial Request	Current Proj Cost	Approved Change	Explanation
Non-ADPE	138.450	121.449	-17.001	\$17.0 realigned/reprogrammed
ADPE and Telcom	8.156	8.887	0.731	\$.731 realigned/reprogrammed
Software Development	0.000	0.000	0.000	
Minor Construction	9.151	5.126	-4.025	\$4.0 realigned/reprogrammed
Total FY2017	155.757	135.462	-20.295	
Non-ADPE	153.375	153.375	0.000	
ADPE and Telcom	9.771	9.771	0.000	
Software Development	0.955	0.955	0.000	
Minor Construction	5.059	5.059	0.000	
Total FY2018	169.161	169.161	0.000	
Non-ADPE	133.414	133.414	0.000	
ADPE and Telcom	6.155	6.155	0.000	
Software Development	0.000	0.000	0.000	
Minor Construction	10.423	10.423	0.000	
Total FY2019	149.992	149.992	0.000	

Fund 9C
(Dollars in Millions)

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

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CSAG - Supply Division

Major Category	Initial Request	Current Proj Cost	Approved Change	Explanation
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	11.800	11.800	0.000	
Minor Construction	0.000	0.000	0.000	
Total FY2017	11.800	11.800	0.000	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	13.300	13.358	0.058	Initial contract was awarded on 30 Sep 2016 (FY 2016). Program Manager has met with the contractor several times since initial award reviewing requirements and refining funding requirements for this program. Based on discussions with the contractor, FY 2018 funding requirement increased by \$0.058M (initial requirement was \$13.300M; new requirement is \$13.358M).
Minor Construction	0.000	0.000	0.000	
Total FY2018	13.300	13.358	0.058	
Non-ADPE	0.000	0.000	0.000	
ADPE and Telcom	0.000	0.000	0.000	
Software Development	1.189	1.189	0.000	
Minor Construction	0.000	0.000	0.000	
Total FY2019	1.189	1.189	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) 2019
Budget Estimates
February 2018

United States Transportation Command

Line Number	Item Description	FY2017		FY2018		FY2019	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.0		0.5		0.5
	Equipment-SDDC		0.6		3.7		1.8
	Subtotal		0.6		4.2		2.3
B.	ADPE/Telecomm						
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.0		0.3		3.2
	Infostructure		0.0		3.1		2.2
	Int Data Environ/Global Trans Net Converg (IGC)		2.5		3.4		0.0
	Local Area Network (USTRANSCOM LAN)		1.3		1.1		5.0
	Integrated Multi-Modal Operations (IMMO)		0.0		0.5		0.0
	Mobility Enterprise Information Services (MEIS)		0.0		0.0		0.0
	USTRANSCOM Distributive Enclave (USTC DE)		2.0		14.6		13.6
	Global Surface Distribution Management (GSDM)		0.0		0.0		0.7
	USTRANSCOM Centralized Enclave (USTC CE)		0.0		4.5		1.5
	Subtotal		5.9		27.4		26.1
C.	Software Development						
	Agile Trans for the 21st Century (AT21)		6.7		1.9		2.0
	Analysis of Mobility Platform (AMP)		2.6		3.4		3.2
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		5.3		3.3		2.8
	Corporate Data Solution (CDS)		0.9		1.0		1.0

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) 2019
Budget Estimates
February 2018

United States Transportation Command

Line Number	Item Description	FY2017		FY2018		FY2019	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Defense Personal Property System (DPS)		14.6		16.5		16.6
	Infostructure		0.0		0.5		5.2
	Joint Flow & Analysis Sys for Trans (JFAST)		5.0		2.4		2.4
	Local Area Network (USTRANSCOM LAN)		2.7		0.0		0.0
	Single Mobility System (SMS)		2.1		1.6		1.6
	Security Engineering		1.1		6.1		6.2
	Joint Mobility Control Group (JMCG-C4S)		0.5		0.1		0.0
	Integrated Multi-Modal Operations (IMMO)		0.5		7.3		7.4
	Consolidated Air Mobility Planning System (CAMPS)		0.0		6.9		8.7
	Global Air Transportation Execution System (GATES)		3.5		3.7		3.8
	Mobility Air Forces Flight Planning Service		14.8		0.3		0.0
	Mobility Enterprise Information Services (MEIS)		9.1		10.5		5.4
	Global Aircrew Management (GAM)		0.2		0.0		0.0
	Dynamic Mission Replanning (DMR)		8.1		4.3		0.9
	Global Freight Management (GFM)		2.2		1.2		1.0
	Integrated Booking System (IBS)		4.9		5.0		5.1
	Intelligent Road/Rail Information Server (IRRIS)		0.2		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) 2019
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United States Transportation Command

Line Number	Item Description	FY2017		FY2018		FY2019	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Transportation Financial Management System (TFMS)		0.0		6.3		3.5
	Subtotal		85.1		82.4		76.8
D.	Minor Construction						
	Minor Construction-AMC		2.4		4.5		4.5
	Minor Construction-DCD		0.0		0.3		0.3
	Minor Construction-SDDC		1.9		2.1		2.9
	Subtotal		4.3		6.9		7.7
	GRAND TOTAL		95.8		120.9		112.9
	Capital Outlays (above threshold)		101.9		110.1		110.4
	Capital Outlays (below threshold)		0.0		0.0		0.0
	Total Capital Outlays		101.9		110.1		110.4
	Total Depreciation Expense		39.0		95.2		99.0

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 Air Mobility Command			Line No. & Item Description Equipment-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	0.0	0.0	0	500.0	500.0	0	500.0	500.0
Total	0	0.0	0.0	0	500.0	500.0	0	500.0	500.0
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) 2019
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Equipment-SDDC				Activity Identification SDDC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	624.0	624.0	0	3,700.0	3,700.0	0	1,800.0	1,800.0
Total	0	624.0	624.0	0	3,700.0	3,700.0	0	1,800.0	1,800.0
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 missions 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									
FY17: Rotary Dump Truck; Low Profile Container Handler FY18: Low Profile Container Handler, Reachstacker 50T, Utility Rail Tamper, Tie Crane, Hauler (Container) FY19: Reachstacker 50T, Tie Crane, Hauler (Container)									
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									
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 USTRANSCOM Command Staff			Line No. & Item Description Agile Trans for the 21st Century (AT21)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	6,693.0	6,693.0	0	1,930.0	1,930.0	0	2,018.0	2,018.0
Total	0	6,693.0	6,693.0	0	1,930.0	1,930.0	0	2,018.0	2,018.0
Narrative Justification:									
Description									
<p>The DoD distribution pipeline has bottlenecks, ineffectiveness, and inefficiencies that can be traced to stove-piped, inefficient business processes, and a lack of communication between process owners, coupled with systems communication and interoperability failures. The system lacks common operational views and shared knowledge, decision support and modeling tools, and asset visibility. AT21 is a program that inserts and adapts commercially available tools to provide integrated process control, optimization, and collaboration capabilities into the Distribution Process Owner (DPO) framework, significantly improving peacetime and wartime distribution and deployment operations for the Combatant Commands, Services, and other governmental entities in support of DoD Directive 5158.4 which gives Commander, USTRANSCOM the authority to meet the needs of Combatant Commands efficiently, effectively, and with fiscal restraint. At a high level, AT21: (1) Enhances business process control in the USTRANSCOM Deployment and Distribution Operations Center (DDOC) / Fusion Center; and (2) Obtains and transitions commercially available transportation management system (TMS) technologies to support Defense distribution operations worldwide. By enhancing collaborative access to distribution and deployment-related information at all operational levels, AT21 optimizes deployment and logistics planning with improved efficiency of the distribution/deployment infrastructure.</p>									
Mission Benefits									
<p>AT21 provides improved time-definite delivery and best-value transportation solutions to fully support Combatant Commanders' movement requirements. Among the advantages to the warfighter of the capital investment include: (1) effective communication of operational lift requirements data; (2) active, flexible lift schedules that accommodate dynamic re-tasking; (3) data-driven distribution plans that provide visibility of flow statistics, potential bottlenecks, contingency re-planning options, etc.; (4) automated planning processes that accelerate the definition of movement requirements; (5) improved planning outcomes through early collaborative decision-making; (6) avoidance of non-supportable courses of action; (7) personnel and cargo visibility across the strategic deployment bridge; and (8) effective assimilation of Reception, Staging, Onward Movement and Integration operations within the Strategic Deployment and Distribution Bridge.</p>									
Deliverables									
<p>FY17 - Continue FOC requirements: Global Sustainment Management, Transportation Integrated Planning Suite, Optimized Delivery-Air. FY18 - Documentation for the Capabilities developed under FY17 Task Area 3 of current contract; Software AG webMethods Perpetual Licenses; USTRANSCOM program plans and prepare for future move to an on demand infrastructure. FY19 - Sustainment of fielded capabilities; Continuous Process Improvement for the following applications: Movement Requirement Violation, Optimized Delivery, Crisis Action/Mult-Modal Optimized, Strategic Surface Route Plan, Advanced Air Route Planning, Distribution Lane Validation, Automated Cost Tool, Transportation Integration Planning Suite, and Global Sustainment Management.</p>									

Fund 9B
(Dollars in Thousands)

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

Fiscal Year (FY) 2019
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Economic Analysis
The AT21 EA, certified 22 June 2016, recommended the continuation of Alternative 2 AT21 System Development (NPV \$238.9M excluding civilian and military pay) over Alternative 1 Status Quo. This solution offers both significant operational benefits, as well as a positive Benefit Cost Ratio (BCR) of 3.5, presented in FY10 constant dollars (FY10\$). In addition, AT21 System Development is expected to breakeven in FY18 with \$737.4M in life-cycle benefits, presented in Present Value dollars (PV\$). The Status Quo alternative provided no benefits or ROI.
Impact
Mission benefits stated above result in optimized operation of the Joint Deployment Distribution Enterprise (JDDE). Failure to fund this requirement will: (1) result in the inability of USTRANSCOM, Transportation Component Command (TCC) and Geographic Combatant Command (GCC) decision-makers to access strategic movement information, resulting in inefficient use of available lift, uncoordinated use of ports and materiel, and duplication of effort; (2) result in the inability of AT21 to fulfill the twelve operational outcomes in the Operational Concept Description, limit access to movement information in a timely and automated way resulting in world-wide logistics inefficiencies; (3) will adversely affect the sustainment flow to the warfighter; and (4) puts the nation's ability to conduct theater movement operations at risk.
Software
Software AG webMethods Perpetual Licenses.

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

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Analysis of Mobility Platform (AMP)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,573.0	2,573.0	0	3,375.0	3,375.0	0	3,162.0	3,162.0
Total	0	2,573.0	2,573.0	0	3,375.0	3,375.0	0	3,162.0	3,162.0
Narrative Justification:									
Description									
AMP is an end-to-end modeling and simulation environment which supports joint collaborative programmatic analysis, planning execution analysis, experimental planning, execution analysis and peacetime operations. AMP allows mobility analysts to provide multi-level detailed analyses to support Department of Defense (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 (CCMD) planners and area of responsibility Directors of Mobility Forces (DIRMOBFOR). The current shortcomings in the AMP modeling and simulation capabilities include a lack of efficient communication between models and heuristic based optimization. Capabilities include: (1) integration of a more fault-tolerant (robust) optimization network design and scheduling; (2) greater fidelity in the representation of the Joint Deployment Distribution Enterprise (JDDE) in support of DoD's analytic agenda and other programmatic analysis responsibilities; and (3) development of the capacity and ability to rapidly assess transportation courses of action in support of USTRANSCOM's operational applications.									
Mission Benefits									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, stochastic optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning. Modeling enhancements of Intermodal Operations, Ammunition Distribution, Inland Waterways Routing, Petroleum, Oil, and Lubricant (POL) terminals, and improved routing schedule will support DoD's analytic agenda for current and future programmatic studies. These modeling enhancements will provide greater insight and modeling detail in evaluating deployment and distribution resource requirements to support National Command Authority (NCA) planning initiatives. These benefits directly support the CCMDs, DIRMOBFOR, and mobility planners.									
Deliverables									
FY17 - AMP built on the End to End Deployment and Distribution Modeling (EDEM) capability and Inland Water Routing. FY18 - Prepare for future move to an on demand infrastructure; Complete FOC of Increment IV to include Terminal Modeling, Airlift Scheduler (EDEM II Transition), and PAX Loading Algorithm; Begin development of Increment V; Begin development of Phase 1 Transition of EDEM IV; Supports Design and Development for Increment V, System Network Schedule Optimization, System Programmatic Analysis, System Operational Application, and System Seaport & Airport Analysis. FY19 - Begin development of Phase 2 of Transition of EDEM III and EDEM IV; Begin development of User Interface Modernization Phase II and Airport Simulation Tool.									
Economic Analysis									
The AMP EA, dated 4 Nov 2016, recommended the implementation of AMP Increment V, VI, and VII (NPV \$158,547.4K) over the Status Quo alternative. The decision to pursue Increment V, VI, and VII was based on the operational benefits that result from investment in new capabilities designed to provide USTRANSCOM and its component commands - Air Mobility Command (AMC), Military Sealift Command (MSC), and Surface Deployment and Distribution Command (SDDC) - a more accurate, realistic end-to-end transportation modeling and simulation system. Increment V, VI, and VII development will provide a system capable of analyzing intermodal operations, munitions distribution, inland waterway activity, and Petroleum, Oil, and Lubricants (POL) terminals. The investment in these enhancements ensures greater fidelity for programmatic analysis, planning, war-games, and exercise support to make certain decision makers have more realistic, relevant information when comparing alternatives.									
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. Without this investment, the integration of essential elements of analysis into a homogeneous, seamless, all-inclusive environment that ultimately represents the JDDE to the most effective and efficient level of fidelity possible is negatively impacted.									
Software									
No license fees are associated with this investment.									

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

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Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	255.0	255.0	0	3,196.0	3,196.0
C. Software Development	0	5,317.0	5,317.0	0	3,320.0	3,320.0	0	2,780.0	2,780.0
Total	0	5,317.0	5,317.0	0	3,575.0	3,575.0	0	5,976.0	5,976.0
Narrative Justification:									
Description									
Common Computing Environment (CCE) provides the basic infrastructure consolidation environment to host USTRANSCOM and its Component's C2 Applications. CCE implementation fuses the number of physical servers, facilities, and support personnel, while improving computing utilization and facilitating on-demand provisioning for increased scalability. This environment includes the hardware requirements for USTRANSCOM systems and programs of record. Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM CCE.									
Mission Benefits									
Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM CCE. Provides common platform services, which improves security, provides access control and disaster recovery. Additionally, CCE provides opportunities to leverage a certified and accredited enterprise development and deployment environment responsive to dynamic customer/mission demands in an agile fashion. 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									
FY17 - 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 productions environment; Support for the TCJ6-owned production and development environments, Enterprise backup service, Enterprise Certification & Accreditation, tier 3 engineering, and enterprise design engineering. FY18 - Design/Build the Common Development Environment (CDE) v3.0 as a government-provided/secured software development environment for the Command's Enterprise; continue integration for AT21 software development; support design/integration efforts for the Command's "Sprint to the Cloud" effort; complete the wedMethods v9.7 software upgrade for the Distribute.mil platform. FY19 - Continue the "Sprint to the Cloud" effort by migrating the remaining applications to the govCloud environment; evaluate/design the upgrade of distribute.mil to the next LifeRay software version; re-certification of three Enterprise ULAs with Oracle; support USTRANSCOM's migration to JIE's Joint Regional Security Stacks (JRSS).									
Economic Analysis									
Not applicable.									
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 CCE will be procured using funds from within this program. Possible software includes, but is not limited to, operating systems, database, and migration tools.									

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

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Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Corporate Data Solution (CDS)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	919.0	919.0	0	955.0	955.0	0	970.0	970.0
Total	0	919.0	919.0	0	955.0	955.0	0	970.0	970.0
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. The six (6) System, Project, Initiative, Functionality (SPIF) of CDS are: Data Quality, Data Architecture and Information Engineering, Reference Data Management, Enterprise Management, Knowledge Management, Enterprise Impact Analysis, and software engineering and development efforts.									
Mission Benefits									
CDS will increase the effectiveness of Information Technology (IT) mission capability of USTRANSCOM, while decreasing overall cost.									
Deliverables									
FY17 - Managed USTRANSCOM standard reference data through Transportation Reference Data Management (TRDM); developed and integrated the Corporate Services Vision (CSV) supporting the infrastructure and Services Oriented Architecture (SOA). FY18 and FY19 - Development of web services, interfaces, tables, structures, and other related functionality supporting the distribution of enterprise reference data from TRDM.									
Economic Analysis									
Not applicable.									
Impact									
If not funded, status quo information management and information availability 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									
No license fees are associates with this investment.									

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 Defense Personal Property System (DPS)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	14,630.0	14,630.0	0	16,492.0	16,492.0	0	16,556.0	16,556.0
Total	0	14,630.0	14,630.0	0	16,492.0	16,492.0	0	16,556.0	16,556.0
Narrative Justification:									
Description									
<p>Defense Personal Property System (DPS) is the fully integrated, centralized, and web-based system for the management of personal property shipments for the Department of Defense (DOD). DPS is the materiel 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. DPS replaces the legacy Transportation Operational Personal Property Standard System (TOPS) which did not satisfy stakeholders' key needs. DPS Increment III Full Deployment is scheduled for FY19, but may be re-planned in FY18 due to change in USTRANSCOM strategic direction, additional requirements, changes in Services' priorities, software defect repair, and security remediation. TOPS sunset was re-planned to FY23 and is dependent on implementation of Non-Temporary Storage (NTS) and Direct Procurement Method (DPM) capabilities in DPS, TOPS data migration, and system archiving. DPM originally planned for Increment III, was rescinded in FY17, and re-planned for Increment IV; final capability to sunset TOPS.</p>									
Mission Benefits									
<p>The DPS provides 24-hour access to TSPs, transportation offices, Service members, and the Services to input and retrieve data supporting the entire movement process from pick-up to delivery of household goods. Annually, the DPS is used to process approximately 500,000 personal property shipments for DOD and USCG customers. DPS implements the objectives/benefits of the Defense Personal Property Program (DP3) to include: full replacement value for damaged/lost household goods, an integrated information management system for household goods processes, and improved communications between the Service members, the TSPs, and the PPSOs. The DPS Increment III includes Non-Temporary Storage (NTS) which provides 60% of shipment type capabilities being processed in TOPS. The DPS Increment III also includes development of document management.</p>									
Deliverables									
<p>FY17: Developed NTS capability; Developed web services to improve FIAR compliance; Developed claims/self-counseling re-design; Conducted requirements analysis/design for AAFES/NAF functionality. Conducted requirements analysis/design invoice auditability to prevent improper payments. FY18: Implement NTS capability and emerging Services--prioritized System Change Request; Develop AAFES/NAF functionality; Design TSP 2-way interface in cloud; Implement COTS product upgrades/architecture improvements. FY19: Implement enhanced cyber security measures; Develop Non-Temporary Storage capability; Implement emerging Service-prioritized System Change Requests.</p>									
Economic Analysis									
<p>The DPS Economic Analysis, certified 7 Feb 17, recommended the continuation of Alternative 2 Develop DPS to include pursuing Increments IV and V (NPV with Benefits \$396.617M) over Alternative 1 Status Quo Maintain TOPS. The estimated average annual benefit from DPS is \$249.6M, for a total benefit (FY09-FY35) of \$8,873.1M. This solution offers significant non-monetary benefits, as well as a strong Return on Investment (ROI) of 8.3 and Benefit Cost Ratio (BCR) of 5.22, presented in Present Value dollars (PV\$).</p>									
Impact									
<p>The stakeholder's key needs would entail processing 100% of shipment types in DPS. The DPS Increment III NTS and DPM capabilities provides the remaining 10% of shipment type capabilities. The legacy TOPS does not satisfy stakeholders' key needs and will be sunset in FY23.</p>									
Software									
FY18 Software AG, \$1,082K (perpetual license)									

Activity Group Capital Investment Justification

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Transportation Working Capital Fund (TWCF)

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Department of the Air Force Air Mobility Command			Line No. & Item Description Dynamic Mission Replanning (DMR)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	8,144.0	8,144.0	0	4,261.0	4,261.0	0	945.0	945.0
Total	0	8,144.0	8,144.0	0	4,261.0	4,261.0	0	945.0	945.0
Narrative Justification:									
Description									
Dynamic Mission Re-planning (DMR) is a transportation initiative designed to enhance the 618th Air Operations Center, Tanker Airlift Control Center's (618 AOC TACC) ability to re-plan strategic airlift missions. DMR enhances the effectiveness and efficiency of missions in the execution phase (24 hours prior to the mission's initial departure from home station through mission completion) by providing a capability to recognize and react to a potential problem or event, to automatically assess the significance of the event, recognize down line or associated mission impacts, and present the decision maker with weighted options based on a variety of relevant operational factors. DMR is envisioned to consist of a family of work-centered focused applications that provide 618 AOC TACC users an effective way of visualizing the myriad of factors that could result in a delay or deviation of a planned mission. A net-centric information sharing environment (envisioned as the future structure of the Mobility Enterprise Information Services (MEIS) will be used to support both DMR operational and what-if data sharing requirements.									
Mission Benefits									
DMR enhances re-planning process during execution, automatically identify and visualize multi-mission conflicts, identify Courses of Actions (COAs) and communicate updates to the field. Recognize and react to potential problems or events and improve on-time performance of airlift missions. The main benefit provided by DMR implementation is an increase in operational flexibility. This project is estimated to produce an initial 0.32 cost avoidance to investment ratio for the 10 year analysis presented. Fuel savings and transportation efficiencies are expected to provide a significant ROI, however analysis was not undertaken at initial concept and will not be completed until DMR operational metrics are available for comparison.									
Deliverables									
FY17-Resource Finder; What-if Mission Simulation; Mission Comm; Multi-Airspace; Exceptions and Violations. FY18-Multi-Aircrew; Multi-Aircraft; Multi-Airfield; Exceptions and Violations; Write back. FY19-Start Increment 2 that includes Information Access and Display, Mobility Requirement Management, Airlift COA Development and Analyst, and Management Event Notification User Access and Security.									
Economic Analysis									
The DMR Economic Analysis, dated 02 September 2015, recommended the continuation of Alternative 2, Develop DMR (NPV \$89,789K) over Alternative 1, Status Quo.									
Impact									
If DMR funds are not received, degrades AMC ability to effectively replan aircraft missions. Current Re-Planning COA Development takes up to 2 hours and has no effective way of visualizing all mission execution factors with concern for potential waste of fuel, aircrew, and aircraft resources.									
Software									
No license fees are associated with this investment.									

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

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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Global Air Transportation Execution System (GATES)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,468.0	3,468.0	0	3,743.0	3,743.0	0	3,800.0	3,800.0
Total	0	3,468.0	3,468.0	0	3,743.0	3,743.0	0	3,800.0	3,800.0
Narrative Justification:									
Description									
Global Air Transportation Execution System (GATES) is DoD's single port processing and manifesting system providing support for the global air and surface movement of personnel and cargo. Serving peacetime and contingency operations, GATES enables the DoD's ability to track the identity, status, and location of unit and non-unit assets by leveraging data provided by the services and commercial carriers in direct support of the Defense Courier Divisions, Military Surface Deployment and Distribution Command, and Air Mobility Command global missions. GATES enables USTRANSCOM ability to effectively and efficiently bill for cargo and passenger movement by providing functionality for Transportation Working Capital Fund (TWCF) accounting and billing. GATES interfaces with multiple data trading partners both internal and external to the DoD. GATES also generates standard and ad hoc reports, supports scheduling and forecasting, and provides message routing capabilities to all ports.									
Mission Benefits									
Global Air Transportation Execution System (GATES) is DoD's single port processing and manifesting system providing support for the global air and surface movement of personnel and cargo. Serving peacetime and contingency operations, GATES enables the DoD's ability to track the identity, status, and location of unit and non-unit assets by leveraging data provided by the services and commercial carriers in direct support of the Defense Courier Divisions, SDDC/G3 and AMC/A4T global missions. GATES enables USTRANSCOM ability to effectively and efficiently bill for cargo and passenger movement by providing functionality for Transportation Working Capital Fund (TWCF) accounting and billing.									
Deliverables									
FY17 - Deliverables included redesign of GATES architecture and infrastructure for operations within a designated enclave of the Common Computing Environment (CCE). FY18 - Support fact of life changes for GATES System Administration, Database Administration, Cyber Security, and Help Desk functionality; provide capability to manifest cargo and passengers, capture in-transit visibility (ITV), and enable TWCF billing for movement. FY19 - Continue changes for GATES System Administration, Database Administration, Cyber Security, and Help Desk functionality.									
Economic Analysis									
Original Economic Analysis conducted in January 2009; revised Economic Analysis completed on 1 Oct 16.									
Impact									
If not funded, GATES would fail to comply with DoD CIO's mandate to promote cyber security by implementing a Consolidated Data Center (CDC) within a Joint Information Environment (JIE). There would also be a direct impact on warfighter readiness as GATES would be unable to provide Defense In Depth. The mobility mission is supported by the Air Force aerial ports which relies upon continuous software sustainment activities each year. In addition, migration to the USTRANSCOM Logical Data Model and other portal requirements supporting the Tanker Airlift Control Center (TACC) would not be accomplished.									
Software									
No license fees are associates with this investment.									

Activity Group Capital Investment Justification

Fiscal Year (FY) 2019

Fund 9B

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Department of the Air Force Air Mobility Command			Line No. & Item Description Global Aircrew Management (GAM)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	205.0	205.0	0	0.0	0.0	0	0.0	0.0
Total	0	205.0	205.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
Global Aircrew Management (GAM) provides a suite of applications to accomplish management of aircrew members in execution using a robust business engine, multi-platform delivery (tablet/mobile/PV) and modern software components. Enhances accuracy of Mobility Air Force (MAF) aircrew allocation and management. It also includes the ability for crew management/ de-assignment to missions, stage operations, and Course of Action development between C2 and aircrews. Considers all mission variables: Aircrew schedule and availability, Aircraft schedule and availability, and Mission requirements.									
Mission Benefits									
GAM enhances the accuracy of MAF aircrew allocation and management by reducing Flying Operations administration and Fuel Cost while improving mission efficiency.									
Deliverables									
FY17 - Global Situational Awareness Tool (GSAT).									
Economic Analysis									
9 September 2015									
Impact									
If not funded, GAM would cause loss of aircrew productivity, limited aircrew and airfield situational awareness, dependent on paper products, mission disruption due to loss of crew visibility, no visibility of crew authorization changes, loss of total asset visibility for aircrew during mission execution.									
Software									
Not Applicable.									

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

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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Global Freight Management (GFM)				Activity Identification SDDC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,175.0	2,175.0	0	1,247.0	1,247.0	0	1,042.0	1,042.0
Total	0	2,175.0	2,175.0	0	1,247.0	1,247.0	0	1,042.0	1,042.0
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). This service is also provided to external systems via the Rating and Ranking Web Service. GFM also provides a Spot Bid system for procurement of freight transportation services for Overweight or Over-dimensional 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 of less than 300 pounds) domestic and international 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 US Bank, via FACTS or Tracker Lite using Electronic Data Interchange, streamlines the DOD transportation financial payment process. GFM also provides DOD shippers with: Tender Entry On the Web (tender storage and management); DOD Bill of Lading repository and Bill of Lading View; Rate Quote (costing of voluntary tender moves without creating an actual shipment transaction); Site Configuration (for TOs/ITOs to set up their location information); Discrepancy Information System/Transportation Discrepancy Report (DIS/TDR); Transportation Facilities Guide; Approved Carrier List; and Customer Added Value Suite (CAVS) and CAVS Downloads (carrier/industry tools). GFM provides the capability for TOs to monitor Carrier Performance at the installation and national level with the Carrier Performance Module (CPM). CPM also automates the issuance of letters of warning and automates the non-use capability for both HQ SDDC and the ITOs. GFM provides monthly training for DOD users and commercial carriers and on-line/HelpDesk assistance.</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>FY17 - Web Service development effort and Tender-FAR contract migration. Continued GFM database migration to common SDDC/USTRANSCOM standard and GFM transition to Web Services as needed. FY18: Completion of GFM code and database migration towards modernization architectural goals of USTRANSCOM and SDDC; complete the migration from Unidata to Oracle operating system; provide capability of GFM to cost shipments that cross bodies of water for DoD tender based movements. FY19 - Move GFM from Sun/Solaris hardware and operating systems to x86/Red Hat Linux operating system.</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									
No license fees are associated with this investment.									

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

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 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Infostructure				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	3,075.0	3,075.0	0	2,171.0	2,171.0
C. Software Development	0	0.0	0.0	0	545.0	545.0	0	5,169.0	5,169.0
Total	0	0.0	0.0	0	3,620.0	3,620.0	0	7,340.0	7,340.0
Narrative Justification:									
Description									
Information Technology (IT) capital development to address enterprise gaps in in distribution and sustainment data. This single source solution will provide enterprise customers and stakeholders the capability to effectively and pro-actively manage 85% of the volume moving through the defense transportation system. The solution will collect, assemble, and publish analytical findings from over 35 enterprise business systems for accurate assessment and reporting of performance.									
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									
Single source IT repository for distribution Analytics, with over 50 data elements from over 30 defense business systems. Delivered capability will be developed on a commercial cloud platform, accessible to enterprise stakeholders through secure login. The enterprise will have the instantaneous capability to answer 61 distribution questions required to effective management of an global network, seamlessly execute four critical processes, and maintain metrics monitoring time definite delivery standards of performance across all modes and COCOMs.									
Economic Analysis									
J8 calculated ROI is 47% with reduction of at least one DPO funded contract. Milestone A decision still pending, but ROI as stated is COA agnostic.									
Impact									
Without this capability, USTRANSCOM and enterprise stakeholders will not be postured to pro-actively monitor and assess distribution networks required for defense strategy 4+1.									
Software									
No license fees are associated with this investment.									

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

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Integrated Multi-Modal Operations (IMMO)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	491.0	491.0	0	0.0	0.0
C. Software Development	0	527.0	527.0	0	7,317.0	7,317.0	0	7,427.0	7,427.0
Total	0	527.0	527.0	0	7,808.0	7,808.0	0	7,427.0	7,427.0
Narrative Justification:									
Description									
<p>IMMO will standardize framework for booking movements (cargo and passengers) into the USTRANSCOM enterprise ensuring best value transportation solutions; linkages at nodal points; increased time reliability and customer confidence (i.e., negotiated rates on quantity cargo/passengers and improved transport services). It will integrate views of USTRANSCOM bookings with optimal delivery process target of FY18Q4. It will support a Common Movement Requirement structure, provide single integrated view of booking cost estimates and requisite information pertaining to the booked requirement to support onward movement, and upfront validation of customer funding (obligation) and authority to use Line of Accounting / Transportation Account Code at the point when services are requested. It will also provide a billing process enabling customers to reconcile a transportation requirement at final billing for services rendered, technologies to enable the transfer of movement requirement information across classification domains for continued processing and an architecture that enables business processes, user applications, and facilitates rapid business service delivery.</p>									
Mission Benefits									
<p>Multi-Modal operations have shown to meet Combatant Commander's cargo delivery needs using less expensive transportation solutions. The USTRANSCOM enterprise currently lacks an integrated enterprise business process and supporting IT to conduct multi-modal operations. USTRANSCOM OPORD 13-027 requires an integrated multi-modal operational process to maintain shipment data integrity through operational processes, synchronize integrated booking and scheduling of movements, centralize mode determination and type of transportation and provide end to end shipment data integrity. IMMO will: Integrate processes and activities associated with cargo and personnel movements, improve single or multi-modal operations overall, ensure financial auditability and traceability, and provide efficient and effective support to combatant commands and agencies. IMMO evolves the Command toward capability management and away from system centric IT investments.</p>									
Deliverables									
<p>FY17 - Engineering Support for Acquisition Lifecycle Documentation (Acquisition Strategy, Acquisition Plan, Life Cycle Sustainment Plan); BPM analysis. FY18 - Engineering Support for Requirements Definition Packages / Capability Drops; data architecture support; Cloud/Enterprise Architecture analysis. FY19 - Production releases of IMMO environment; production release of Requirements Definition Packages / Capability Drops.</p>									
Economic Analysis									
<p>Completed on 24 Jan 2017, recommend Alternative 4 Commercial Transportation Management System (TMS) (NPV \$191,488).</p>									
Impact									
<p>Without IMMO, USTRANSCOM multi-modal operations will continue to be segregated, limiting unity of command/effort. There will be no seamless information sharing of planned, estimated and actual lift, nor will there be transparent view of cost and billing information.</p>									
Software									
<p>License Fees for the Transportation Management System (TMS), if selected, may exist.</p>									

Activity Group Capital Investment Justification
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Int Data Environ/Global Trans Net Converg (IGC)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	2,500.0	2,500.0	0	3,366.0	3,366.0	0	0.0	0.0
Total	0	2,500.0	2,500.0	0	3,366.0	3,366.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>IGC is an Enterprise Data Warehouse and is USTRANSCOM's System of Record for Asset Visibility(AV) and in-Transit Visibility (ITV). FY18 Capital Investment will be used to purchase new equipment/software to refresh/upgrade the IGC TERADATA equipment/systems located at the DISA DECCs providing maintenance to the system (and a more secure and increased operational performing database utilized to provide war fighters access to DOD AV and ITV). The system provides real-time Web-based processing of transportation movement data of DOD Assets worldwide, collecting data from multiple supple and transportation systems involved in the procurement and movement of DOD equipment, supplies and personnel. The usable data is maintained within the TERADATA portion of the IGC system and is critical to the operational capability.</p>									
Mission Benefits									
<p>IGC provides global tracking of DOD equipment, supplies and personnel transiting throughout the USTRANSCOM enterprise, including data on items shipped by commercial contract vendors. Users are able to follow/monitor movement of items throughout the transportation system, allowing visibility into when a shipment may be expected to arrive and where shipments are located at any given point in time. Benefits include the ability to avoid multiple purchases and shipments of like items by visibly tracking requested, stored and shipped items, and the ability to develop plans of actions based on projected receiving dates.</p>									
Deliverables									
<p>FY17 - Phase 1 effort provided tech refresh of equipment/software in support of the program to maintain the systems operational capabilities. It included the initial support required to set up the new equipment/database system and transition the system through testing (migration of the existing data) into the operational phase and shutdown of the existing equipment. This effort will require support from multiple agencies and is required for the sustainment of the operational capabilities of IGC, ensuring continued performance into future years – minimizing the risk of an aging program.</p> <p>FY18 - Phase 2 effort to provide the remaining tech refresh of new equipment/software in support of the program to maintain the systems operational capabilities.</p>									
Economic Analysis									
An Economic Analysis is not required.									
Impact									
Without the continual maintenance of the system increased downtime, poor performance, extended outages and total collapse of the system become real risk – increasing exponentially overtime. This action is prudent to the maintenance of the system and will help to mitigate the risks as the system ages.									
Software									
No license fees are associated with this investment.									

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

Fiscal Year (FY) 2019
 Budget Estimates
 February 2018

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Integrated Booking System (IBS)				Activity Identification SDDC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,909.0	4,909.0	0	5,005.0	5,005.0	0	5,080.0	5,080.0
Total	0	4,909.0	4,909.0	0	5,005.0	5,005.0	0	5,080.0	5,080.0
Narrative Justification:									
Description									
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 applications: Carrier Analysis and Rate Evaluation I-Headquarters (CARE HQ); Carrier Analysis and Rate Evaluation Headquarters Service Application (CARE SA), Requirements Forecasting and Rate Analysis Module (RF-RAM); Unit, Sustainment; One Time Only (OTO) Commercial Sealift Solutions (CSS); Ocean Carrier Interface (OCI); Vessel Schedule; electronic Shipper System (eSS); and Advanced Transportation Control and Movement Documentation (ATCMD). These applications 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; produce payment information.									
Mission Benefits									
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 CONUS and OCONUS. IBS provides end-to-end distribution and visibility of Department of Defense (DOD) cargo from time of request to the 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 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. SDDC's Electronic Transportation Acquisition (ETA) web portal provides DOD transportation officials with a single sign-on capability to access IBS for their transportation needs.									
Deliverables									
FY17 - Deployment of web services to include: The Export Traffic Release Request & Export Traffic Release, capability to adjust bookings. Automate Break-bulk Pricing, enhance capability to capture and manage vessel information needed for cargo movements. FY18: Capability to update and automatically reprice bookings and obligation records when a change to a booking occurred; transform IBS into a agile suite of business services, replacing the legacy system applications with a process-model driven application; Implement new rates to support the Universal Service Contract 8 (USC8) and Guantanamo Bay Cuba Contracts; capability to automatically price breakbulk cargo movements. FY19 - Migrate IBS Oracle Solaris-based infrastructure to x86 platform; migrate IBS to the Cloud; continue IBS transformation to an agile suite of business services.									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
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; nor 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. In addition, pricing and processing of electronic carrier feeds will no longer maintain valid information requiring manual payment intervention by SDDC booking offices.									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2019
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 February 2018

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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	5,036.0	5,036.0	0	2,391.0	2,391.0	0	2,386.0	2,386.0
Total	0	5,036.0	5,036.0	0	2,391.0	2,391.0	0	2,386.0	2,386.0
Narrative Justification:									
Description									
<p>The JFAST Modernization effort is being accomplished as two increments. Increment II was completed mid-FY14; Increment III is being accomplished mid-FY14 thru FY18. Using the framework established, Increment III includes 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. JFAST was written in a computer language which is no longer supported for security thus making it no longer viable to sustain. This investment afforded USTRANSCOM and those COCOMs that use the JFAST system with improved realism when analyzing Crisis Action Plans (CAPs), Operations Plans (OPLANs), Concept Plans (CONPLANS) with Time Phased Force Deployment Data (TPFDD), Courses of Action (COAs), what-if scenarios, and exercise plans. FY17 TWCF Capital funding will support the continuation of Increment III. As a result, the EA was revised to account for these changes in program cost, schedule, and capabilities. Additional capital required to convert to new Modernized JOPES interface and Schema (JFW).</p>									
Mission Benefits									
<p>The Joint Operational Planners at the Combatant Commands and Joint Headquarters are the primary users of JFAST and the benefactors of the modernized interface. JFAST is the system used to assess transportation feasibility of the war plans, deployment plans, and retrograde plans. JFAST assesses in real-time, the transportation feasibility of unmoved deployment assets during execution, based on available resources. The modernized version will be web-accessible. JFAST also provides the sustainment generator to show what the sustainment flow would be to support the forces. Anticipated benefits include, but are not limited to: 1) enhance planning support for Agile Transportation for the 21st Century (AT21) requirements; 2) modernized, Multi-Mode Scheduler; 3) better collaboration using the same version of the program; 4) continued vendor support of the underlying software (.NET) Framework; and 5) improved scenario run times and user experience with the program.</p>									
Deliverables									
<p>FY17 - Development in Sealift and Airlift Estimators, Modern Scheduler Enhancements for special categories, and Checklists and C-Day handling. Dynamic loading capability for aircraft and ship configuration loading and process cargo handling. FY18 - Modernization increment converting legacy Visual FoxPro to .NET Framework; begin the conversion of the JFAST/JOPES interface from JDNETS to Joint Planning and Execution (JPES) Framework (JFW) release 6; implement 2-Factor Authentication for privileged users. FY19 - Provide stand-alone version of Modernized JFAST; transition to SIPR cloud host; complete the conversion to fully web-enabled JFAST; complete transition to JFW and new interface to JOPES using Generic Schema; remove dependency of JFAST app on Microsoft Remote Desktop Services (RDS).</p>									
Economic Analysis									
<p>The JFAST Increment III EA, updated 08 Aug 16 (Revision 3), addressed TWCF Capital funding from FY12 - FY17, and it confirmed the initial recommendation to implementation of JFAST Modernization with Enhancements (NPV \$47,665.3K) over the alternatives: JFAST Modernization without Enhancements (NPV \$39,626.9K) and Status Quo (which was deemed a nonviable solution). The decision to pursue JFAST Modernization with Enhancements was based on the operational benefits that result from investment in enhancements designed to provide JFAST users with increased capability to rapidly assess transportation plans with greater levels of fidelity. The program is scheduled to proceed into full sustainment in the coming years, but is still working to close out all of the requirements for Inc III, which will involve another update (revision 4) to the EA. This update is currently scheduled for an 04 Aug 17 completion date and will account for any FY18 TWCF CAP associated with the FY18 JFAST requirements. Specifically, it will incorporate the latest program enhances and security provisions put under contract. For FY19 and FY20, the program does not currently have defined/approved requirements for these budget years.</p>									
Impact									
<p>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 (Visual FoxPro) by the vendor, Microsoft. Without modernization the system would have to be shut down because the software vulnerabilities would not be assessed. The war planning process would revert to an iterative, manpower intensive and time consuming process affecting DoD force agility. Increment III completes the code re-write into a language that can be used, maintained and built upon for the foreseeable future and is approximately 20% complete. Without JFAST modernization there would be no way to quickly model and certify war plans, deployment plans and retrograde plans for transportation feasibility.</p>									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Local Area Network (USTRANSCOM LAN)				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,325.0	1,325.0	0	1,122.0	1,122.0	0	4,960.0	4,960.0
C. Software Development	0	2,733.0	2,733.0	0	0.0	0.0	0	0.0	0.0
Total	0	4,058.0	4,058.0	0	1,122.0	1,122.0	0	4,960.0	4,960.0
Narrative Justification:									
Description									
<p>USTRANSCOM Local Area Network (LAN) a critical system supporting the Command and Control (C2) communications of the USTRANSCOM Commander and his staff. It is comprised of ~ 6000 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 Conferencing (VTC) technical upgrade support. Provides Audio Visual (AV) presentation system technical upgrade support. Based on the outcome of the review, funding may require future adjustments.</p>									
Mission Benefits									
<p>The USTRANSCOM networks are comprised of classified and unclassified Local Area Network (LAN) segments and Wide Area Network (WAN) connectivity with transportation component commands (TCCs). USTRANSCOM LAN provides the critical backbone for the entire USTRANSCOM C2 capability. This critical infrastructure directly supports the 70+ C2 mission systems that are inherent with USTRANSCOM, providing a global picture for CCMDs on global logistical and patient movements.</p>									
Deliverables									
<p>FY17 - Blades and fabric interconnects to provide the management and communication backbone for the blades to support Virtual Desktop Infrastructure. FY18 - Deploy F5 load-balancers across the enterprise to enhance network functionality and reduce latency; Standup of Digital Diversity Initiative; Deployment of new Domain Controller Hardware. FY19 - Deploy NIPR Edge Redesign which will include purchase of Power over Ethernet Switches to accommodate transition from base VoIP to DISA's Enterprise VoIP; Deployment of ISE servers for network authentication.</p>									
Economic Analysis									
N/A.									
Impact									
<p>The interruption of capabilities would lead to rapid degradation of Command and Control for all aspects of the JDDE. Gaps in reporting data would immediately affect the Commanders decision cycle, crippling the ability of USTRANSCOM to accomplish its mission of managing Department of Defense transportation assets. We would also lose the redundancy that we have built into the USTRANSCOM LAN to diminish any mission impact.</p>									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2019
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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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	14,776.0	14,776.0	0	312.0	312.0	0	0.0	0.0
Total	0	14,776.0	14,776.0	0	312.0	312.0	0	0.0	0.0
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 and Performance Based Navigation routes in US, North Atlantic and European airspace beginning as early as FY16. Performs flight planning calculations for all AMC aircraft and missions as well as provides reporting and interface/displays and imports referential and temporal data required to create flight plans.</p>									
Deliverables									
<p>FY17: Effort focused on operational testing and fielding of MAFPS Release 1. FY18: Conclude development of Release 1.</p>									
Economic Analysis									
<p>Initial Business Case Analysis (BCA) completed August 2011. Economic Analysis updated BCA in March 2013. Last review completed in 2014.</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 and continue inefficient and labor intensive practices.</p>									
Software									
<p>Windows Server Datacenter (Enclave bill), RHEL for Datacenters (Enclave bill) JBoss EAP (Enclave bill), Oracle DBEE (USTC ULA), Oracle Partitioning (USTC ULA), Oracle Golden Gate (USTC ULA,) Oracle Veridata, Oracle RAC , RHEL for Physical.</p>									

Activity Group Capital Investment Justification

Fiscal Year (FY) 2019

Fund 9B

Air Force Working Capital Fund

Budget Estimates

(Dollars in Thousands)

Transportation Working Capital Fund (TWCF)

February 2018

Department of the Air Force Air Mobility Command			Line No. & Item Description Mobility Enterprise Information Services (MEIS)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	43.0	43.0	0	0.0	0.0	0	0.0	0.0
C. Software Development	0	9,087.0	9,087.0	0	10,529.0	10,529.0	0	5,446.0	5,446.0
Total	0	9,130.0	9,130.0	0	10,529.0	10,529.0	0	5,446.0	5,446.0
Narrative Justification:									
Description									
<p>The MEIS is a combined United States Transportation Command (USTRANSCOM) and Air Mobility Command (AMC) initiative to provide Platform as a Service (PaaS) and data sharing services as an enabler of capabilities for new Mobility Air Force Command & Control (MAF C2) applications and the modernization of existing MAF C2 applications that support USTRANSCOM's global mission. The MEIS provides the functional air operations center (618th AOC – TACC) and Joint Deployment and Distribution Enterprise (JDDE) information, data, and status in a form defined by the appropriate AMC functional communities to enhance decision-making and planning processes of the Combatant Commanders, Combined Force Air Component Commander (CFACC), Joint Force Air Component Commander (JFACC), Director of Mobility Forces (DIRMOBFOR) and their staffs. The MEIS Program Charter articulates the strategies, approaches, processes, and standards that will be used to achieve the development goals and provides the departure point in establishing more detailed-level processes and procedures.</p>									
Mission Benefits									
<p>MEIS is USTRANSCOM and AMC's Service Oriented Architecture (SOA) solution which enhances data sharing and orchestrates event-driven activities supporting MAF missions being managed under USTRANSCOM. This solution provides the ability to manage obsolescence and reduce back-end IT costs. By providing a Platform as a Service (PaaS) capability within the USTRANSCOM Distributed Enclave, it provides flexibility without requiring cost intensive coding changes from each program since it provides infrastructure services to programs through an Application Programming Interface (API).</p>									
Deliverables									
<p>FY17 - Continued development of Utility Services; Domain Information Services include delivery of Mission Partner Info (MPI), Person, Reference, and Weather. FY18 - Continue development of Utility Services; Domain Information Services include delivery of Cargo, NOTAMS, Flight Plan, and Mobility Requirements; focus is on completing the services for Initial Operating Capability (IOC). FY19 - Complete remaining requirements to complete Full Deployment (FD); software contract to provide enhancements.</p>									
Economic Analysis									
<p>Certified on 29 July 2016, recommended the continuation of Alternative 2 MEIS 4.x (Commercial Off-the-Shelf w/Government Off-the-Shelf Integration) (NPV \$310,999).</p>									
Impact									
<p>If not funded, there would be significant delays in fielding new functional services planned for AMC's C2 Enterprise Systems as well as providing the foundation for services supporting command priorities such as MAFPS, DMR, GAM, JOPES and CAMPS Increment 1.</p>									
Software									
<p>No license fees are associates with this investment.</p>									

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

Fiscal Year (FY) 2019
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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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,131.0	2,131.0	0	1,552.0	1,552.0	0	1,576.0	1,576.0
Total	0	2,131.0	2,131.0	0	1,552.0	1,552.0	0	1,576.0	1,576.0
Narrative Justification:									
Description									
<p>SMS provides USTRANSCOM's Command and Control (C2) capability and augments the multi system environment currently used for assigning missions. Using 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.</p> <p>SMS improves the flow of mobility mission information from the transportation components to USTRANSCOM, aiding in the decision making process. Exposure of web services and the integrated sealift scheduling tool reduce the analytic burden on users created by having to manually synthesize data. The exposure of web services afford the operator user more readily available access to critical SMS applications; thereby, facilitating improved operations for mission accomplishment. The sealift scheduling tool improves the commands strategic decision making by integrating currently stove piped systems into a single application to improving data quality, timeliness and visibility of current status.</p>									
Mission Benefits									
<p>Sealift Scheduling: Through creation of a single integrated sealift scheduling and execution monitoring tool suite, TCC collaboration will provide the TCJ3 Fusion Center better awareness and visibility of sealift requirements/vessel activity. The integrated sealift scheduling process will provide situational awareness and understanding of requirements during the planning and execution to support the command's strategic decision making processes for sealift and multi-modal operations.</p> <p>Web Services: Users require the capability to employ common SMS applications to perform deployment and distribution planning and execution monitoring, multi-modal lookup to determine movement closure at the Transportation Control Network level and report generation. Exposure of web services will enable users to exploit existing SMS applications, improving efficiency of business operations through shared application information. These web services will provide data that is accessible, discoverable and usable to enhance strategic decision making.</p>									
Deliverables									
<p>FY17 - Funded the exposure of web services and a single integrated sealift scheduling tool. The exposure of web services provided application services to CCMD and Service customers. The sealift scheduling tool supported MSC, SDDC and Fusion Center workflow management. Capabilities delivered with each of the three system releases per fiscal year. FY18 - Integrate Workflow Manager into the SMS database and shared web services required to support the presentation layer. Capabilities to be supported include force movement management, multi-modal planning, and execution monitoring. FY19 - Integration for the near real-time visualization of USTRANSCOM global multi-modal mission sets in reference to relationship which impact mission accomplishment.</p>									

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

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

Economic Analysis
The SMS EA, dated 18 January 2017, addressed TWCF Capital funding from FY18 - FY20. Alternative 5, "TGIS, AGI STK, NetOwl, Statistical Package for the Social Sciences" (NPV: \$67,247.6K, C/BR: \$384.3K) was selected over other courses of action: Status Quo (NPV: \$41,818K, C/BR: \$412.7K); Global Decision Support System (NPV: \$84,105.4K, C/BR: \$1,019.5K); Transportation Geospatial Information Service (NPV: \$47,275.8K, C/BR: \$465.3K; and Analytical Graphics, Inc Software Tool Kit (NPV: \$56,986.5K, C/BR: \$422.9K). Alternative 5 provided significantly greater non-monetary benefits to SMS over those offered by the other alternatives, to include: better user display capabilities, improved forecasting techniques, more accurate and timely displays, automated information discovery and notification services to name a few. As a result of these enhanced benefits, Alternative 5 had the best C/BR, despite being more expensive than some of the other alternatives, and was therefore selected based on that criteria.
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.
Software
No license fees are associated with this investment.

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

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Security Engineering				Activity Identification Command Staff		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,053.0	1,053.0	0	6,146.0	6,146.0	0	6,167.0	6,167.0
Total	0	1,053.0	1,053.0	0	6,146.0	6,146.0	0	6,167.0	6,167.0
Narrative Justification:									
Description									
CLASSIFIED									
Mission Benefits									
CLASSIFIED									
Deliverables									
CLASSIFIED									
Economic Analysis									
Impact									
CLASSIFIED									
Software									

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

Fiscal Year (FY) 2019
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Fund 9B
 (Dollars in Thousands)

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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	2,359.0	2,359.0	0	4,500.0	4,500.0	0	4,500.0	4,500.0
Total	0	2,359.0	2,359.0	0	4,500.0	4,500.0	0	4,500.0	4,500.0
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 accomplished by project.									
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.									

PROJECT CATEGORY	QTY	FY17	QTY	FY18	QTY	FY19
Minor Construction (Atch) - AMC						
FY19 PB						
A/C Ground Equip (AGE) Storage	0	.0	0	.0	0	.0
Aerial Delivery System Facility	0	.0	0	.0	0	.0
Aircraft Support Equip Storage Yards	0	.0	0	.0	0	.0
Airfield Flood Lighting	0	.0	0	.0	0	.0
Air Freight Terminals	0	.0	0	.0	0	.0
Air Passenger Terminal	4	1,251.5	3	2,070.0	3	2,070.0
Air Frt/Pax Terminals	0	.0	0	.0	0	.0
Aircraft Maint Control Office	2	604.1	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	0	.0
Fleet Services	0	.0	1	655.6	2	1,155.6
Warehouse Storage	0	.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	0	.0	1	670.0	1	670.0
Large Aircraft Maint Dock	0	.0	0	.0	0	.0
Maintenance Hangars	0	.0	0	.0	0	.0
Pad Aircraft Wash Rack	1	.0	0	.0	0	.0
Open Storage, Air Freight	0	.0	0	.0	0	.0
Organizational Maint Shops	0	.0	0	.0	0	.0
Rate Fluctuations/Change Orders/Design	0	158.4	10	1,104.4	3	604.4
TCJ8 Withhold	0	.0	0	.0	0	.0
Staging/Storage Yards	1	345.0	1	.0	0	.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	1	.0	0	.0
Weighing Scale	0	.0	0	.0	0	.0
TOTAL		2,359.0		4,500.0		4,500.0

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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	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0.08928571	0.0	0.0	0.08928571	0.0	0.0	0	0.0	0.0
C. Software Development	0.08928571	0.0	0.0	0.08928571	0.0	0.0	0	0.0	0.0
D. Minor Construction	0.01785714	0.0	0.0	0.01785714	300.0	300.0	0	300.0	300.0
Total	0.19642857	0.0	0.0	0.19642857	300.0	300.0	0	300.0	300.0
Narrative Justification:									
Description									
Defense Courier Station(s) (DCS) - Sensitive Compartmented Information Facility (SCIF) and security system upgrade as deemed necessary by DIA and during building renovations.									
Mission Benefits									
Every courier station must maintain a Sensitive Compartmented Information Facility (SCIF) accredited by Defense Intelligence Agency (DIA). Construction must be in compliance with Director of Central Intelligence Directive (DCID) 6/9. If facilities are found in non-compliance during DIA inspections, immediate repairs are required.									
Deliverables									
FY17 - No emergency upgrades needed at any of the 18 DCS separate operating locations. FY18 - \$300K budgeted for emergency security upgrades required at any of the 18 DCS separate operating locations. FY19 - \$300K budgeted for emergency security upgrades required at any of the 18 DCS separate operating locations									
Economic Analysis									
Not applicable									
Impact									
Not applicable.									
Software									
Not applicable.									

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Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2017			FY2018			FY2019		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	1,900.0	1,900.0	0	2,100.0	2,100.0	0	2,900.0	2,900.0
Total	0	1,900.0	1,900.0	0	2,100.0	2,100.0	0	2,900.0	2,900.0
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									
FY17 Install Hydrants at Leland Rail Interchange Yard, Increase Water Pressure in Operational Areas, Reconfigure Operational Parking FY18: Construct 480' Comm. Tower, Upgrade Solar Array, Extend Mass Notification System in Ops Bldg FY19: Upgrade 500 Pads, Relocate Contractors' Row, Expand Paved Areas for MHE									
Economic Analysis									
Impact									
Software									
Construct 480' Comm Tower (\$750)									

Fund 9C
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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
17	A. Equipment	0.3	0.5	0.8	0.6	0.2	
17	Equipment-SDDC	0.3	0.5	0.8	0.6	0.2	
17	B. ADPE/Telecomm	20.2	(12.3)	8.0	5.9	2.1	
17	Infostructure	16.2	(16.1)	0.0	0.0	0.0	Reprogram to MAFPS, IGC, JFAST, LAN.
17	Int Data Environ/Global Trans Net Converg (IGC)	0.0	2.5	2.5	2.5	0.0	
17	Local Area Network (USTRANSCOM LAN)	1.4	0.0	1.4	1.3	0.1	Reprogram from CDS.
17	Integrated Multi-Modal Operations (IMMO)	0.5	(0.5)	0.0	0.0	0.0	
17	Mobility Enterprise Information Services (MEIS)	2.2	(2.1)	0.0	0.0	0.0	
17	USTRANSCOM Distributive Enclave (USTC DE)	0.0	2.0	2.0	2.0	0.0	
17	USTRANSCOM Centralized Enclave (USTC CE)	0.0	1.9	1.9	0.0	1.9	Requirements were cancelled due to the Cloud Initiative.
17	C. Software Development	83.4	6.2	89.6	85.1	4.5	
17	Agile Trans for the 21st Century (AT21)	4.9	2.0	6.9	6.7	0.2	Reprogram from IMMO. \$500K Carryover requested to FY18.
17	Analysis of Mobility Platform (AMP)	2.5	0.1	2.6	2.6	0.0	
17	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	4.5	1.0	5.5	5.3	0.1	Reprogram from IMMO.
17	Corporate Data Solution (CDS)	0.9	0.0	0.9	0.9	0.0	Requirements less than IGCE
17	Defense Personal Property System (DPS)	12.3	3.5	15.8	14.6	1.2	Reprogram from IMMO. \$953K Carryover approved to FY18.

Fund 9C United States Transportation Command

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17	Infostructure	1.7	0.0	1.7	0.0	1.7	
17	Joint Flow & Analysis Sys for Trans (JFAST)	2.6	2.5	5.0	5.0	0.0	
17	Local Area Network (USTRANSCOM LAN)	2.7	0.0	2.7	2.7	0.0	
17	Single Mobility System (SMS)	2.1	0.0	2.1	2.1	0.0	
17	Security Engineering	1.1	0.0	1.1	1.1	0.1	Requirements less than IGCE
17	Joint Mobility Control Group (JMCG-C4S)	0.2	0.3	0.5	0.5	0.0	Reprogram from IMMO.
17	Integrated Multi-Modal Operations (IMMO)	8.0	(7.5)	0.5	0.5	0.0	Reprogram to TGIS, JFAST, DPS, CCE, JMCG, and AT21.
17	Consolidated Air Mobility Planning System (CAMPS)	1.1	0.0	1.1	0.0	1.1	Program delayed to FY18 due to not achieving Milestone B.
17	Global Air Transportation Execution System (GATES)	3.6	(0.1)	3.5	3.5	0.0	Reprogram to TGIS.
17	Mobility Air Forces Flight Planning Service	9.8	5.0	14.8	14.8	0.0	Reprogram from Infostructure.
17	Mobility Enterprise Information Services (MEIS)	9.1	0.0	9.1	9.1	0.0	
17	Global Aircrew Management (GAM)	3.2	(3.0)	0.2	0.2	0.0	Reprogram to DMR.
17	Dynamic Mission Replanning (DMR)	5.8	2.4	8.1	8.1	0.0	Reprogram from IMMO, MEIS, AMP, CCE, MAFPS.
17	Global Freight Management (GFM)	2.2	(0.1)	2.2	2.2	0.0	Reprogram to TGIS.
17	Integrated Booking System (IBS)	5.0	(0.1)	4.9	4.9	0.0	Reprogram to TGIS.

Fund 9C United States Transportation Command

Fund 9C
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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
17	Intelligent Road/Rail Information Server (IRRIS)	0.0	0.2	0.2	0.2	0.0	Reprogrammed from GATES. GFM, IBS, IMMO to extend Deployment for two months.
17	D. Minor Construction	2.2	0.0	2.2	4.3	(2.1)	
17	Minor Construction-AMC	0.0	0.0	0.0	2.4	(2.4)	
17	Minor Construction-DCD	0.3	0.0	0.3	0.0	0.3	
17	Minor Construction-SDDC	1.9	0.0	1.9	1.9	0.0	
17	TOTAL FY	106.1	(5.6)	100.5	95.8	4.7	

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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
18	A. Equipment	0.9	2.8	3.7	4.2	(0.5)	
18	Equipment-AMC	0.0	0.0	0.0	0.5	(0.5)	
18	Equipment-SDDC	0.9	2.8	3.7	3.7	0.0	
18	B. ADPE/Telecomm	33.8	(6.3)	27.4	27.4	0.0	
18	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	0.3	0.0	0.3	0.3	0.0	
18	Infostructure	24.5	(21.4)	3.1	3.1	0.0	
18	Int Data Environ/Global Trans Net Converg (IGC)	7.4	(4.0)	3.4	3.4	0.0	
18	Local Area Network (USTRANSCOM LAN)	1.1	(0.0)	1.1	1.1	0.0	
18	Integrated Multi-Modal Operations (IMMO)	0.5	(0.0)	0.5	0.5	0.0	
18	USTRANSCOM Distributive Enclave (USTC DE)	0.0	14.6	14.6	14.6	0.0	
18	USTRANSCOM Centralized Enclave (USTC CE)	0.0	4.5	4.5	4.5	0.0	
18	C. Software Development	68.3	14.1	82.4	82.4	0.0	
18	Agile Trans for the 21st Century (AT21)	1.9	(0.0)	1.9	1.9	0.0	
18	Analysis of Mobility Platform (AMP)	3.4	(0.0)	3.4	3.4	0.0	
18	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	3.3	(0.0)	3.3	3.3	0.0	
18	Corporate Data Solution (CDS)	1.0	0.0	1.0	1.0	0.0	

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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
18	Defense Personal Property System (DPS)	11.7	4.8	16.5	16.5	0.0	
18	Infostructure	0.5	0.0	0.5	0.5	0.0	
18	Joint Flow & Analysis Sys for Trans (JFAST)	2.4	(0.0)	2.4	2.4	0.0	
18	Single Mobility System (SMS)	1.3	0.3	1.6	1.6	0.0	
18	Security Engineering	1.2	5.0	6.1	6.1	0.0	Additional requirements for Cloud Transition
18	Joint Mobility Control Group (JMCG-C4S)	0.1	(0.0)	0.1	0.1	0.0	
18	Integrated Multi-Modal Operations (IMMO)	9.5	(2.2)	7.3	7.3	0.0	
18	Consolidated Air Mobility Planning System (CAMPS)	5.5	1.4	6.9	6.9	0.0	
18	Global Air Transportation Execution System (GATES)	3.8	(0.1)	3.7	3.7	0.0	
18	Mobility Air Forces Flight Planning Service	0.3	(0.0)	0.3	0.3	0.0	
18	Mobility Enterprise Information Services (MEIS)	8.5	2.0	10.5	10.5	0.0	
18	Dynamic Mission Replanning (DMR)	7.2	(2.9)	4.3	4.3	0.0	
18	Global Freight Management (GFM)	1.6	(0.4)	1.2	1.2	0.0	
18	Integrated Booking System (IBS)	5.1	(0.1)	5.0	5.0	0.0	
18	Transportation Financial Management System (TFMS)	0.0	6.3	6.3	6.3	0.0	

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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
18	D. Minor Construction	2.4	0.0	2.4	6.9	(4.5)	
18	Minor Construction-AMC	0.0	0.0	0.0	4.5	(4.5)	
18	Minor Construction-DCD	0.3	0.0	0.3	0.3	0.0	
18	Minor Construction-SDDC	2.1	0.0	2.1	2.1	0.0	
18	TOTAL FY	105.4	10.6	115.9	120.9	(5.0)	

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