

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



**U.S. AIR FORCE**

***Fiscal Year (FY) 2021  
Budget Estimates  
February 2020***

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**AIR FORCE WORKING CAPITAL FUND  
FISCAL YEAR (FY) 2021  
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  
Budget Overview  
Fiscal Year (FY) 2021 President's Budget (PB)**

The Air Force Working Capital Fund (AFWCF) contributes to Air Force readiness through the depots' skills to sustain the Air Force's organically maintained weapon systems and logistically managing the critical assets within the supply chain. As a world class organization, the AFWCF provides rapid response to customer needs on par with private sector defense firms with tremendous flexibility to meet surge requirements.

**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, space, and cyber 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 equipment, skills and repair services that keep forces operating worldwide. Supply Management activities procure and manage inventories of consumable and reparable spare parts that contribute to keeping 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. CSAG is managed under a Chief Executive Officer structure. The Air Force Material Command (AFMC) Commander (AFMC/CC) is the Chief Executive Officer (CEO). The AFMC Director of Logistics (HQ AFMC/A4) serves as the Chief Operating Officer (COO) and the AFMC Director of Financial Management (HQ AFMC/FM) is the Chief Financial Officer (CFO). The Air Force Sustainment Center (AFSC), one of the six centers within AFMC, directs the day-to-day operations of both CSAG divisions.

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 and 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 includes providing air, land, and sea transportation for the DoD with a primary focus on wartime readiness. USTRANSCOM's \$8.8 billion budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. USTRANSCOM accomplishes the joint transportation mission through three Transportation Component Commands - Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Surface Deployment and Distribution Command (SDDC). This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each Transportation Component Command follows:

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

Military Sealift Command supports our nation by providing marine transportation to satisfy DoD sealift requirements, including, delivering supplies and conducting specialized missions across the world's oceans.

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

USTRANSCOM's Component Commands 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 an example of USTRANSCOM's ability to execute their mission. USTRANSCOM's 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 components. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense transportation enterprise.

### **Air Force Initiatives**

Art of the Possible (AoP) is the fundamental basis of how the entire Air Force Sustainment Center (AFSC) operates. It is both a philosophy and a methodology that enables AFSC to achieve significant results while being good stewards of taxpayer dollars. It is also the "playbook" that allows AFSC to operate as one team across each of the 26 operating locations. AFSC directly benefit our customers and our suppliers with a consistent voice and use one set of operating principles. AoP enables AFSC to have a better understanding of processes and identify the constraints that prevents them from operating better, faster, and cheaper. AFSC focuses on resources and energy to eliminate, or reduce them. This is what makes AFSC a world-class organization.

Additionally, the Air Force is working to achieve Department of Defense Financial Improvement and Audit Readiness (FIAR) goals relative to the AFWCF. 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 the AFWCF is working towards a CSAG-M financial system to meet FIAR compliance. A CSAG-S system solution is in the early stages of defining the capabilities and requirements needed. The long term goal is a financial system(s)/processes to provide seamless financial information and successful financial management across the AFWCF Enterprise.

### **Direct Appropriations**

In FY 2019, AFWCF received \$77.6 million in direct appropriation for Medical Dental WRM requirements. In FY 2020 Congress approved \$92.5 million in direct appropriation for Medical Dental WRM. In FY 2021 Air Force requests a total of \$95.7 million in direct appropriations in support of Medical Dental WRM and emerging Expeditionary Medical Support requirements.

## AFWCF Financial Summary

(Dollars in Millions)	FY 2019	FY 2020	FY 2021
Total Revenue	23,735.9	25,585.5	27,310.5
Cost of Goods Sold	25,159.4	25,764.0	26,432.5
Net Operating Result Adjustments	(70.7)	(44.0)	(46.3)
Net Operating Result (NOR)	(1,494.3)	(222.5)	831.6
Accumulated Operating Result (AOR)	(423.1)	(645.6)	186.0
Civilian End Strength	32,515	32,635	33,003
Military End Strength	12,544	12,527	12,624
Civilian Workyears	33,158	31,023	32,786
Military Workyears	12,693	12,262	12,373
Capital Budget	259.5	205.3	255.2
Direct Appropriation	77.6	92.5	95.7

1) Includes Non-recoverable AOR adjustments

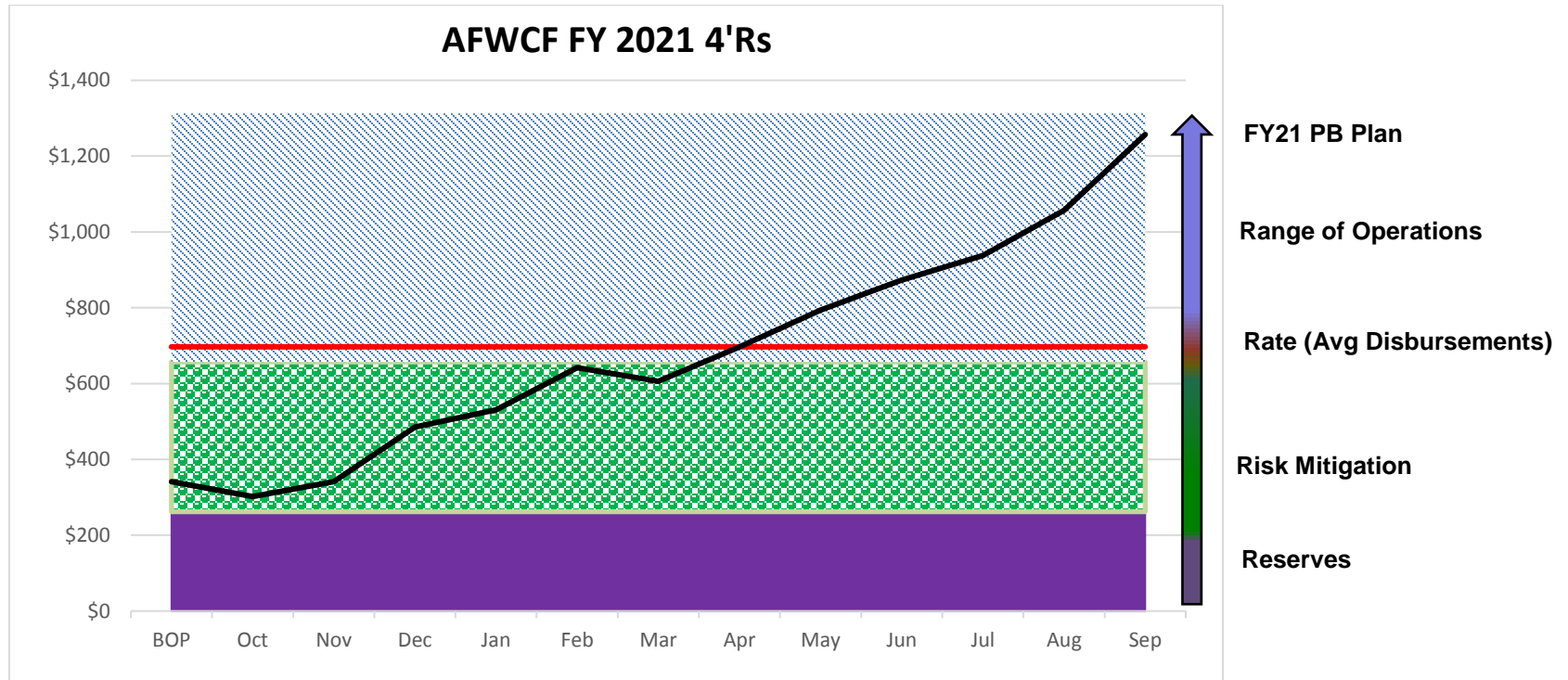
2) Positive AOR in FY 2021 associated with USTRANSCOM postponing zero AOR to FY 2023 to preserve cash

3) Includes WRM

## Cash Management

The methodology for calculating cash requirements consists of four elemental components: rate, range, risk mitigation, and reserves (colloquially, the 4Rs).

Millions



The **Rate of Disbursements** for the AFWCF FY 2021 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 2016 – FY 2019). For example, in FY 2021 the projected Rate of Disbursement is \$696.8 million and the lower Range is \$657.5 million and the upper Range is \$1,313.8 million the difference between the two amount results in \$656.3 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. Increased FY 2021 Reserves by \$150 million to mitigate low cash BOP FY 2021. The second Reserve supports unliquidated obligations of the Medical Dental Division's Direct Appropriation for War Readiness Material. The FY 2020 Unliquidated Appropriation for Medical-Dental War Reserve Material Program is \$50.1 million and for FY 2021 is \$62.0 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 four years (FY 2016 – FY2019). The standard deviation for this data is \$131.8 million. For FY 2021 Risk Mitigation, we applied three standard deviations from the mean, \$395.4 million, to minimize the risk associated with volatility and as indicated in graph on the previous page.

### **AF Blue & TWCF Cash Plans**

AFWCF Blue Cash (without Transportation Working Capital Fund) began FY 2020 at \$479.6 million which included a congressionally approved reprogramming of \$233.8 million. This balance is well below our lower operating limit of \$657.5 million. The primary drivers for this loss of cash include reduced revenue due to the Air Force flying hour program executing below plan, reduced revenue driven by delayed/deferred Air Force depot maintenance orders, and production/parts issues in depot maintenance. FY 2020 and FY 2021 projections include cost austerity measures and conservative revenue estimates to minimize the risk to AFWCF cash. Continued focus on cost-conscious spending and revenue generation will be required throughout FY 2020 for the account to remain solvent.

**AF Blue**

<b>(\$ Millions)</b>	<b>FY 2019</b>	<b>FY2020</b>	<b>FY 2021</b>
BOP Cash Balance	\$1,446.0	\$479.6	\$341.0
Disbursements <sup>1</sup>	\$17,273.5	\$17,101.9	\$18,117.5
Collections <sup>1</sup>	\$15,995.6	\$16,870.8	\$18,937.4
Transfers In/Out	\$0.0	\$0.0	\$0.0
WRM	\$77.6	\$92.5	\$95.7
EOP Cash Balance	\$479.6	\$341.0	\$1,030.8
Lower Limit Cash Goal	\$631.3	\$507.2	\$657.5
Upper Limit Cash Goal	\$1,270.0	\$1,163.5	\$1,313.8

<sup>1</sup>Does not include Transfers In/Out

<sup>2</sup>Numbers may not add due to rounding

In FY 2019, AF Blue cash decreased from \$1,446.0 million to \$479.6 million, this included a congressionally approved \$233.8 million reprogramming. The lower and upper limits for this period were \$631.3 million and \$1,270.1 million, respectively. The cash decreases primarily due to revenue not generating as planned from Air Force flying hour customers and depot maintenance production.

In FY 2020, AF Blue cash decreases \$138.6 million throughout the fiscal year, projecting to end with a \$341.0 million balance. The operating range for this period is \$507.2 million to \$1,163.5 million. The cash decreases primarily due to continued losses in the supply activities. AF Blue will not be within the operating range the entire fiscal year.

In FY 2021, AF Blue cash increases from \$341.0 million to \$1,313.8 million. The operating range is \$657.5 million to \$1,313.8 million. The cash recovery is achieved by increasing prices charged to customers for the three largest activities (CSAG-M, CSAG-S, and SMAG-R).

**TWCF Cash**

<b>(\$ Millions)</b>	<b>FY 2019</b>	<b>FY2020</b>	<b>FY 2021</b>
BOP Cash Balance	\$526.6	\$469.0	\$603.6
Disbursements	\$7,782.0	\$8,720.1	\$8,393.9
Collections	\$7,724.4	\$8,854.7	\$8,369.5
Net Transfers	\$0.0	\$0.0	\$0.0
Direct Appropriations	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$469.0	\$603.6	\$579.2
Lower Limit Cash Goal	\$538.0	\$618.4	\$582.3
Upper Limit Cash Goal	\$1,030.0	\$1,289.2	\$1,228.0

In FY 2019, TWCF cash ended with \$469.0 million due to higher fuel rates, a decrease of \$57.6 million. USTRANSCOM cash balance was not within the Operating Range primarily due to non-collection bills from customers.

In FY 2020, TWCF cash is projected to increase \$134.6 million from the end of year FY 2019 to \$603.6 million. The expected operating range is \$618.4 million to \$1,289.2 billion.

In FY 2021, TWCF cash is projected to decrease \$24.4 million from the end of year FY 2020 to \$579.2 million. The expected operating range is \$582.3 million to \$1,228.0 billion.



***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  
Budget Overview  
Fiscal Year (FY) 2021 President's Budget (PB)**

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) within the Air Force Material Command (AFMC) structure described in the AFWCF Overview. With supply chain management and depot maintenance functions in one center, 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, Utah  
Oklahoma City Air Logistics Complex (OC-ALC), Oklahoma City, Oklahoma  
Warner Robins Air Logistics Complex (WR-ALC), Warner Robins, Georgia

## **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 aging aircraft fleets. Due to fleet age and antiquated technology they utilize, the number of parts without qualified manufacturing or repair source is expected to continue to be an issue. 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. Continued focus on readiness drives customer orders to both CSAG-Maintenance and CSAG-Supply. More details are located within each division's narrative.

## CSAG Initiatives

Initiatives are ongoing to modernize processes. AFSC continues to evaluate supply chain processes to improve weapon system and equipment availability and to deliver customer support with increased velocity. Sustained emphasis is on cost control in order to provide the best value to the customer. 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.

The Air Force aggressively initiated actions to achieve 80% mission capability rates in FY 2019 for critical aviation platforms. CSAG-Supply is an integral enabler to achieve this aggressive goal for the F-16. Consistent with SecDef goals, CSAG-Supply drove more parts to warehouse shelves at fielded units and increased parts inventories to fill mission impacting backorders. CSAG-Supply achieved this goal by spending an estimated \$100 million in FY 2019, \$170 million less than originally estimated.

AFSC continues 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. 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. AFSC’s efforts contribute to Air Force readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG Maintenance Division seeks to provide continuous core Air Force depot capability to retain in-house sources of technical competence; to continue to refine methods which enable the more efficient use of resources such as partnering with private industry, employing government owned/contractor operated facilities and augmenting in-house operations; and to find innovative ways to decrease flow days for systems and components, increase parts availability to the repair line, and control material costs through process reviews and adoption of commercial practices and engineering standards.

### CSAG Financial and Performance Summary

<b>Financial Performance (\$ Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Total Revenue	\$11,857.9	\$12,498.6	\$13,672.3
Total Expenses (with Work In Progress)	\$12,943.8	\$12,616.3	\$12,895.2
Other Adjustments Affecting NOR and Other Changes <sup>1</sup>	\$31.3	\$27.2	\$27.2
Net Operating Results	(\$1,056.6)	(\$91.7)	\$804.4
Non Recoverable Adjustments Impacting AOR	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	(\$712.6)	(\$804.4)	\$0.0

<sup>1</sup>In FY 2019, the \$31.3 million Other Adjustments Affecting NOR and Other Changes is the result of CSAG Maintenance non-recoverable facility depreciation of \$31.3. CSAG Maintenance projects \$27.2 million and \$27.2 million non-recoverable depreciation in FY 2020 and FY 2021, respectively.

Overall, CSAG projects a \$0.0 AOR for FY 2021.

<b>Cash (\$ Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
BOP Cash Balance	\$1,219.5	\$330.5	\$267.6
Disbursements <sup>2</sup>	\$12,804.6	\$12,538.2	\$13,215.2
Collections	\$11,778.7	\$12,475.3	\$13,907.5
Transfers In/Out	\$136.9	\$0.0	\$0.0
EOP Cash Balance	\$330.5	\$267.6	\$959.9
Lower Range	\$448.2	\$295.4	\$483.4
Upper Range	\$921.9	\$776.6	\$962.1

<sup>2</sup>Does not include Transfers In/Out

<b>Stabilized Sales Rates and Prices</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Maintenance Composite Sales Rate per hour	\$291.41	\$302.28	\$323.79
Maintenance Rate Change <sup>1</sup>	2.9%	3.7%	7.1%
Supply Unit Cost Ratio	1.289	0.971	0.941



Price Change to Customer <sup>2</sup>	2.62%	8.05%	9.69%
Price Change to Customer <sup>2</sup> - AF FHP specific			14.92%

<sup>1</sup>The 2.9% increase in FY 2019 is due to increased direct material costs for all weapon systems. The 3.7% increase in FY 2020 is required to effect the recovery of \$182.3 million prior year losses. The 7.1% increase in FY 2021 is required to effect the recovery of \$280.9 million prior year losses.

<sup>2</sup>FY 2019 price change increase of 2.62% includes a return of \$189.4 million prior year gains to customers. FY 2020 prices increased 8.05%, primarily driven by \$178.3 million Condemnation Material Expenses increase, and a positive \$111.4 million AOR/Cash surcharge, offset by a \$71.2 million decrease to Repair expenses. FY 2021 prices increase 9.69% due to a positive \$196.7 million Cash/AOR surcharge necessary to recover FY 2019 losses above the losses planned, and repair inflation increases from 1.2% to 4.0%. In FY 2021 a new AF Flying Hour Program (FHP) specific surcharge was applied to CPFH rates. As a result of the AF FHP specific surcharge, Flying Hour rates increase 14.92%.

<b>CSAG Manpower Resources</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Civilian End Strength	28,576	28,242	28,554
Civilian Full Time Equivalents	29,316	26,604	28,311
Military End Strengths	208	197	215
Military Workyears	154	160	161

<b>Maintenance Direct Production Earned Hours Produced<sup>3</sup></b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
(Hours in Thousands)	24,511	24,350	24,612

<sup>3</sup>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**

	<b>Goal</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Due Date Performance <sup>1</sup>	95%	91%	95%	95%
Quality Defect Rate <sup>2</sup>	0.22	0.28	0.22	0.22

<sup>1</sup>The Due Date Performance (DDP) metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2019 actual DDP of 91% reflects a variety of rates at the Air Logistics Complexes. Hiring delays and parts supportability issues contributed to DDP impacts across the weapon systems identified below:

- a. Tinker AFB, OK: E-3 - 67%, KC-135 - 100%, B-1 - 100%, B-52 - 100%
- b. Hill AFB, UT: A-10 - 76%, T-38 - 76%, F-22 - 83%, F-35 - 97%
- c. Robins AFB, GA: C-130 - 33%, C-5 - 50%, F-15 – 67%, C-17 - 84%

<sup>2</sup>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.

<b>Capital Investment Program Authority (\$ Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Equipment – Weapon System Support/Test	\$160.5	\$128.6	\$150.4
ADPE & Telecom	\$10.8	\$8.2	\$0.8
Software Development	\$1.7	\$15.4	\$24.4
Minor Construction	\$0.9	\$2.9	\$11.2
<b>Total</b>	<b>\$173.9</b>	<b>\$155.1</b>	<b>\$186.8</b>

<b>Maintenance 6% Capital Investment Plan (\$ Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Required Investment	\$397.4	\$404.1	\$417.3
Total Investment Budgeted	\$493.6	\$568.9	\$637.2
Percent Invested	10.1%	8.4%	9.2%

<b>Supply Customer Wait Time (CWT)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Actual Performance	7.8		
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.

<b>Supply Stockage Effectiveness</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Actual Performance	86%		
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.

<b>Supply Undelivered Orders (\$ Millions)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Supply Division	5,944.8	5,885.3	5,826.5

Changes in undelivered orders are predominately due to adjustments in customer requirements, and inflation. Minimal impact on cash or inventory levels is expected as a result of changes in undelivered orders.

<b>Supply Item Quantity Requirements</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Number of Issues <sup>1</sup>	1,543,454	1,484,215	1,484,215
Number of Receipts <sup>1</sup>	1,770,870	1,705,470	1,705,470
Number of Requisitions <sup>1,2</sup>	343,724	343,248	343,248
Contracts Executed <sup>3</sup>	998	1,431	1,431
Purchase Inflation	2.0%	2.0%	2.0%
Items Managed	68,273	70,398	70,398

<sup>1</sup>FY 2020 and FY 2021 issues, receipts, and requisitions are estimated based on historical averages.

<sup>2</sup>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.

<sup>3</sup>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.

Fund 2  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG - Maintenance Division**

	FY2019 to FY2020	FY2020 to FY2021
<b>Cost of Operations</b>		
Organic BOP	7,083.014	7,181.862
Contract BOP	.000	.000
<b>Cost of Operations</b>	<b>7,083.014</b>	<b>7,181.862</b>
<b>ANNUALIZATION</b>		
Annualization of Civilian Pay	.000	.000
Annualization of Military Pay	.000	.000
<b>TOTAL ANNUALIZATION</b>	<b>.000</b>	<b>.000</b>
<b>PRICE CHANGES</b>		
Civilian Pay Raises	.000	.000
Military Pay Raises	.000	.000
Material Price Growth	233.537	225.052
Fuel Price Growth	(.185)	.000
Other Growth	15.587	.000
<b>TOTAL PRICE CHANGES</b>	<b>248.939</b>	<b>225.052</b>
<b>PRODUCTIVITY SAVINGS</b>		
Civilian Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Reinvestment/Rate Reduction	.000	.000
<b>TOTAL PRODUCTIVITY SAVINGS</b>	<b>.000</b>	<b>.000</b>
<b>PROGRAM CHANGES</b>		
Labor Workload	(75.644)	80.980
Material Workload	(36.299)	(286.506)
BOS	5.840	2.546
Contract Changes	.000	.000
<b>TOTAL PROGRAM CHANGES</b>	<b>(106.103)</b>	<b>(202.981)</b>

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**

	FY2019 to FY2020	FY2020 to FY2021
<b>OTHER CHANGES</b>		
Data Systems Support	.544	.310
Data Systems Development	(.032)	.015
Equipment Depreciation	6.297	(3.473)
Minor Construction Depreciation	.403	(.092)
Data System Depreciation	(.090)	(.397)
Travel & Transportation	(.875)	(2.881)
Communications	.203	.027
Utilities	(2.345)	.922
Equipment Rental	(.572)	.073
Printing & Equipment	.047	.003
Equip/Vehicle Rep & Maintenance	(2.906)	2.744
Custodial	(.434)	.302
Facility Maintenance	(25.000)	16.246
Training	(.583)	.308
Environmental	1.853	.000
Miscellaneous	(5.329)	(3.670)
<b>TOTAL OTHER CHANGES</b>	<b>(28.818)</b>	<b>10.437</b>
<b>TOTAL CHANGES</b>	<b>114.018</b>	<b>32.508</b>
<b>Cost of Operations</b>		
Organic EOP	7,197.032	7,214.369
<b>Total Cost of Operations</b>	<b>7,181.862</b>	<b>7,241.782</b>

Fund 6  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul) 3 Year Average			BUDGETED CAPITAL (Modernization, Efficiency)		
	2016-2018	2017-2019	2018-2020	FY2019	FY2020	FY2021
Revenue						
Working Capital Fund	6,623.201	6,734.958	6,954.905			
Appropriations	.000	.000	.000			
Total Revenue	6,623.201	6,734.958	6,954.905			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization				63.070	67.285	72.913
Capital Investment Program				172.670	155.112	176.916
Other Equipment				.000	.000	.000
Processes/Productivity Enhancements <sup>1</sup>				.495	.055	4.400
Appropriated Funding						
MILCON (3300) <sup>2</sup>				158.380	.000	168.000
Procurement Equipment (3010) <sup>3</sup>				275.120	346.420	214.990
Operation & Maintenance				.000	.000	.000
Investment Total				669.735	568.872	637.219
Minimum 6% Investment Amount				397.392	404.097	417.294
Investment Over/(Under) Requirement				272.343	164.775	219.925

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: FY19: KC-46A Depot 2 Bay Depot Fuel Maintenance Hangar (\$72.3M) and 2 Bay Depot Maintenance Hangar (\$81M) at OC-ALC. FY20: no MILCON projects funded. FY21: 3-Bay Mx Hangar (\$156M) at OC-ALC.

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:

FY19: F-35 (\$193 million with \$142 million at OO-ALC for propulsion DA); F-15 (\$37.5 million at WR-ALC); B-1 (\$16.5 million); and several other airframes at less than \$15 million each  
FY20: KC-46A (\$130.6 million at OC-ALC); F-35 (\$67 million at OO-ALC); F-16 (\$44.6M at OO-ALC); plus several other airframes at less than \$20 million each  
FY21: F-35 (\$129.6 million with \$81.8M at OO-ALC); F-16 (\$59.5 million at OO-ALC); several other airframes at less than \$20 million each

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

(\$ millions)	FY2019	FY2020	FY2021
Oklahoma City ALC	387.2 (11.9%)	207.2 (6.3%)	287.6 (8.6%)
Ogden ALC	107.5 (6.1%)	216.0 (11.5%)	252.2 (12.4%)
Warner Robins ALC	185.2 (11.5%)	95.16 (6.1%)	97.0 (6.2%)

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG**

	FY2019	FY2020	FY2021
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	260.029	294.325	379.335
(b) Missile Procurement	1.690	1.554	3.320
(c) Other Procurement	.126	(.030)	(.002)
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF (w/OCO)	4,217.536	4,519.211	5,120.556
(f) Operations & Maintenance - AFRC (w/OCO)	529.026	713.733	652.083
(g) Operations & Maintenance - ANG (w/OCO)	1,227.054	1,295.101	1,538.162
(h) Research & Development - AF	225.037	213.728	197.059
(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	2.044	5.096	4.434
(o) Other	.000	.000	.000
<b>Total Air Force</b>	<b>6,462.541</b>	<b>7,042.718</b>	<b>7,894.947</b>
(2) Army	41.898	44.470	45.175
(3) Navy	309.485	333.795	323.051
(4) Marine Corps	7.309	1.056	.308
(5) MAP/Grant Aid	.000	.000	(.000)
(6) Other DOD	313.252	277.134	283.191
<b>Total DOD excluding WCF</b>	<b>7,134.486</b>	<b>7,699.174</b>	<b>8,546.672</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) AF Supply Mgmt Activity Group - Retail	88.420	95.542	96.224
(2) Transportation Activity Group - TRANSCOM	308.729	308.480	351.957
(3) Other WCF Activity Groups	(.809)	.695	.725
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	2,438.833	1,968.225	2,199.122
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,700.400	1,832.435	1,969.574
<b>Total Other Fund Activity Groups</b>	<b>4,535.573</b>	<b>4,205.378</b>	<b>4,617.603</b>
<b>c. Other Internal to AF Consolidated Sustainment Activity Group</b>			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
<b>Total Internal AF Consolidated Sustainment Activity Group</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG**

	FY2019	FY2020	FY2021
<b>d. Grand Total DOD</b>	<b>11,670.059</b>	<b>11,904.551</b>	<b>13,164.274</b>
<b>e. Other Orders</b>			
(1) Other Federal Agencies	8.918	15.774	11.998
(2) Non Federal Agencies	423.532	463.347	535.963
(3) FMS	291.983	23.440	161.318
<b>Total Other Orders</b>	<b>724.434</b>	<b>502.561</b>	<b>709.279</b>
<b>Total New Gross Orders</b>	<b>12,394.493</b>	<b>12,407.112</b>	<b>13,873.553</b>
<b>Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)</b>	<b>12,394.493</b>	<b>12,407.112</b>	<b>13,873.553</b>
<b>2. Carry-In Orders</b>	<b>2,857.566</b>	<b>3,087.876</b>	<b>2,581.202</b>
a. Carry-over Execution Adjustment	(30.092)	(60.049)	(60.049)
<b>3. Total Gross Orders</b>	<b>15,252.059</b>	<b>15,494.988</b>	<b>16,454.755</b>
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
<b>Total External Gross Orders</b>	<b>15,252.059</b>	<b>15,494.988</b>	<b>16,454.755</b>
<b>4. Gross Revenue</b>	<b>12,134.090</b>	<b>12,853.737</b>	<b>13,800.589</b>
<b>5. End of Year W-I-P</b>	<b>2.822</b>	<b>1.601</b>	<b>1.601</b>
<b>6. Total Exclusion</b>			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	396.334	245.190	297.263
Exclusion (Late Inducted Orders)	.000	.000	.000
<b>Total Exclusion (sum of above exclusions)</b>	<b>396.334</b>	<b>245.190</b>	<b>297.263</b>
<b>7. Funded Carryover</b>	<b>2,688.720</b>	<b>2,334.410</b>	<b>2,295.253</b>



Fund 11A  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG - Maintenance Division**

External Orders	FY2019	FY2020	FY2021
Gross Carry-in	2,417.208	2,544.095	2,264.261
Adjustments to Carry-In During Execution	(30.092)	(60.049)	(60.049)
WIP	4.859	2.489	1.601
1 Net Carry-in	2,382.257	2,481.557	2,202.610
2 Revenue (Billings)	6,768.137	7,020.593	7,605.955
3 New Orders	6,925.116	6,800.808	7,687.605
4 Exclusion (FMS, BRAC, Other Federal Agencies, Non-Federal Agencies)	463.782	501.074	568.607
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)	463.782	501.074	568.607
5 Orders for Carry-over Calculation	6,461.335	6,299.734	7,118.998
6 Weighted Composite Outlay Rate (New Orders)	68.10%	65.32%	64.74%
7 Carry-over Rate (New Orders)	31.90%	34.68%	35.26%
Carry-over Rate (Prior Year Multi-Year Funds)	45.32%	40.25%	49.23%
Carry-over Rate (Prior Year Software)	16.13%	14.05%	12.45%
8 Allowable Carry-over (New Orders)	2,061.429	2,184.433	2,510.074
Allowable Carry-over (Prior Year Multi-Year Funds)	184.686	152.459	192.728
Allowable Carry-over (Prior Year Software)	64.561	55.102	49.004
Total Allowable Carry-over	2,310.677	2,391.994	2,751.805
9 Unbilled Balance	2,544.095	2,264.261	2,285.862
Exclusion Adjustment	0.000	0.000	0.000
Total Unbilled Balance	2,544.095	2,264.261	2,285.862
10 Work-in-Process Carry-over	2.489	1.601	1.601
11 Actual Carry-over	2,541.606	2,262.659	2,284.260
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	396.334	245.190	297.263
Exclusion (Late Inducted Orders)	0.000	0.000	0.000
12 Calculated Actual Carry-over	2,145.272	2,017.469	1,986.998
Excess Carryover (Negative number best)	(165.405)	(374.525)	(764.808)

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**CSAG**

	FY2019	FY2020	FY2021
<b>Revenue:</b>			
<b>Income:</b>			
Maintenance Division	6,768.137	7,020.593	7,605.955
Supply Division (Material Gross Sales)	5,365.953	5,833.144	6,194.635
Less Credit Returns	297.708	386.101	383.167
Capital Investment Recovery	.000	.000	25.000
<b>Total Income</b>	<b>11,836.382</b>	<b>12,467.636</b>	<b>13,442.422</b>
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	21.522	30.981	229.918
<b>Total Other Revenue</b>	<b>21.522</b>	<b>30.981</b>	<b>229.918</b>
<b>Total Revenue</b>	<b>11,857.904</b>	<b>12,498.617</b>	<b>13,672.340</b>
<b>Expenses:</b>			
<b>Maintenance Division</b>			
Cost of Repair (Direct and POH Costs)			
Labor	2,407.850	2,325.241	2,394.865
Material	3,520.633	3,712.577	3,650.255
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	137.843	144.535	143.508
Depreciation of Other Fixed Assets	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Subtotal Depreciation	137.843	144.535	143.508
Subtotal Labor, Material, and Depreciation	6,066.327	6,182.352	6,188.628
Remaining Direct and POH Costs	506.639	474.300	472.059
<b>Total Cost of Repair (Direct and POH Costs)</b>	<b>6,572.966</b>	<b>6,656.652</b>	<b>6,660.687</b>
<b>Supply Division</b>			
Cost of Material Sold	290.597	411.660	433.000
Cost of Material Repair	4,079.067	3,265.960	3,389.400
Condemnation Material Expense Recovery (CMER)	435.896	617.491	649.501
Other Expenses	14.678	30.981	32.588
<b>Subtotal Material &amp; Other Expenses</b>	<b>4,820.239</b>	<b>4,326.091</b>	<b>4,504.489</b>
<b>Operating Expenses</b>			
Military Personnel	6.467	9.062	9.726
Civilian Personnel	455.516	491.115	521.140
Travel & Transportation of People	4.452	5.194	5.304

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**CSAG**

	FY2019	FY2020	FY2021
Materials & Supplies	20.457	27.002	27.862
Equipment	42.912	40.145	41.478
Other WCF Purchases	277.420	278.789	283.600
Transportation of Things	67.176	88.736	85.047
Depreciation - Capital	12.889	10.937	9.101
Depreciation of Other Fixed Assets	30.633	27.181	27.181
Capital Investment Recovery	.000	.000	25.000
Printing and Reproduction	.867	.935	.951
Advisory and Assistance Services	37.146	49.519	52.749
Rent, Comm, Utilities and Misc Charges	85.283	103.453	102.825
Other Purchased Services	509.355	501.513	538.015
<b>Total Operating Expenses</b>	<b>1,550.574</b>	<b>1,633.581</b>	<b>1,729.980</b>
<b>Total Expenses</b>	<b>12,943.779</b>	<b>12,616.324</b>	<b>12,895.156</b>
Work in Process, Beginning of Year	4.859	2.822	1.601
Work in Process, End of Year	2.822	1.601	1.601
Work in Process, Change	(2.037)	(1.220)	.000
<b>Total Expenses Adjusted for Work in Process</b>	<b>12,945.815</b>	<b>12,617.545</b>	<b>12,895.156</b>
<b>Operating Results (Net Operating Results on 1307 - Line 11)</b>	<b>(1,087.912)</b>	<b>(118.928)</b>	<b>777.184</b>
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes <sup>1</sup>	31.286	27.181	27.181
<b>Net Operating Result (Recoverable NOR on 1307 - Line 13)</b>	<b>(1,056.626)</b>	<b>(91.746)</b>	<b>804.366</b>
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	344.006	(712.620)	(804.366)
<b>Accumulated Operating Result</b>	<b>(712.620)</b>	<b>(804.366)</b>	<b>.000</b>
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
<b>Accumulated Operating Result for Budget Purposes</b>	<b>(712.620)</b>	<b>(804.366)</b>	<b>.000</b>

1. In each FY the Other Adjustments Affecting NOR and Others Changes is the result of CSAG Maintenance non-recoverable depreciation from donated assets.

Fund 16  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**CSAG - Maintenance Division**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
<b>1. Material Inventory BOP</b>	<b>128.254</b>	<b>129.605</b>	<b>130.000</b>
<b>2. Purchases</b>	<b>3,250.643</b>	<b>3,493.958</b>	<b>3,420.947</b>
<b>A. Purchases to Support Customer Orders (+)</b>	<b>3,250.643</b>	<b>3,493.958</b>	<b>3,420.947</b>
<b>B. Purchase of long lead items in advance of customer orders (+)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>C. Other Purchases (+)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Material Inventory Adjustments</b>	<b>(3,249.292)</b>	<b>(3,493.563)</b>	<b>(3,420.947)</b>
<b>A. Material Used in Maintenance (-)</b>	<b>(3,249.292)</b>	<b>(3,493.563)</b>	<b>(3,420.947)</b>
<b>B. Disposals, theft, losses due to damages (-)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>C. Other Reductions (-)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Material Inventory EOP</b>	<b>129.605</b>	<b>130.000</b>	<b>130.000</b>

SM-1  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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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
FY2019	5,171.668	5,068.245	6,530.641	.000	23.867	6,554.507	1.189	800.000	7,355.696
FY2020	5,220.203	5,447.043	5,289.395	.000	33.313	5,322.708	.000	800.000	6,122.708
FY2021	5,802.781	5,811.468	5,470.284	.000	26.637	5,496.921	9.900	800.000	6,306.821

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

FY2019	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	37.387	38.503	75.890	0.000	230.008	16.595	246.603	322.493	5.8%
B-1B	66.793	1.318	68.111	0.000	175.427	84.425	259.852	327.963	8.0%
B-2	60.086	.233	60.320	0.000	18.608	69.232	87.841	148.161	2.5%
B-52	80.376	.476	80.852	.265	143.971	19.094	163.065	244.182	6.2%
C-5	32.445	.484	32.930	0.000	51.327	9.744	61.070	94.000	4.9%
C-17	1.243	0.000	1.243	0.000	.685	.430	1.115	2.357	2.3%
C-130	28.809	1.167	29.976	0.000	64.694	79.717	144.412	174.388	3.4%
C-135	246.280	4.321	250.601	0.000	213.966	87.669	301.635	552.236	3.8%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	.235	0.000	.235	0.000	0.000	0.000	0.000	.235	0.0%
E-3	18.234	.055	18.289	0.000	102.522	13.023	115.545	133.834	7.1%
E-4	0.000	0.000	0.000	0.000	.693	.078	.771	.771	2.7%
E-8	9.781	0.000	9.781	0.000	18.366	.895	19.262	29.043	3.1%
F-4	.036	0.000	.036	0.000	.156	.004	.160	.196	0.0%
F-15	507.468	17.930	525.398	23.602	198.355	24.521	222.876	771.875	5.3%
F-16	47.822	31.815	79.637	0.000	295.597	38.915	334.512	414.149	6.0%
F100 Engines	42.369	10.789	53.158	0.000	191.835	27.412	219.247	272.405	0.0%
F110 Engines	1.982	0.000	1.982	0.000	17.251	139.878	157.129	159.111	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.2%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	10.783	.788	11.571	0.000	.743	20.101	20.844	32.415	5.1%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	1.977	.305	2.282	0.000	.235	9.131	9.366	11.648	13.6%
Trainers	14.585	.000	14.585	0.000	16.697	20.908	37.605	52.190	5.0%
Other Aircraft	.403	0.000	.403	0.000	1.429	2.827	4.256	4.660	3.6%
SOF	1.503	0.000	1.503	0.000	2.569	78.870	81.438	82.942	6.1%
Common	184.400	3.759	188.159	0.000	158.604	78.401	237.004	425.163	0.0%
Common EW	2.387	3.909	6.296	0.000	36.668	30.268	66.936	73.232	0.0%
FMS/FDT	.593	1.279	1.872	0.000	0.000	0.000	0.000	1.872	0.0%
Missiles	10.168	4.634	14.802	0.000	24.373	3.450	27.822	42.624	0.0%
Other	15.475	.218	15.693	0.000	9.122	43.647	52.769	68.462	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	121.354	121.354	121.354	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	421.494	421.494	421.494	6.1%
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	202.647	0.000	202.647	202.647	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	21.146	0.000	21.146	21.146	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	217.381	217.381	217.381	0.0%
Total	1,423.620	121.985	1,545.605	23.867	2,197.695	1,659.463	3,857.158	5,426.630	10.7%

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

CSAG - Supply Division

FY2020	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	21.557	48.906	70.463	0.000	116.355	22.773	139.128	209.591	6.6%
B-1B	166.589	2.171	168.760	6.476	132.911	57.819	190.730	365.966	8.0%
B-2	116.829	1.366	118.196	0.000	14.455	47.433	61.888	180.084	2.0%
B-52	63.618	.368	63.986	2.499	124.515	11.943	136.458	202.943	6.1%
C-5	27.724	.628	28.352	0.000	60.872	6.914	67.786	96.138	4.9%
C-17	.167	0.000	.167	0.000	.782	.366	1.148	1.315	2.3%
C-130	21.254	.879	22.132	0.000	81.265	25.506	106.771	128.903	3.6%
C-135	116.282	6.825	123.107	2.291	214.092	72.902	286.993	412.391	3.8%
C-141	.004	0.000	.004	0.000	0.000	0.000	0.000	.004	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	23.721	.084	23.805	0.000	53.230	6.348	59.578	83.383	6.8%
E-4	.011	0.000	.011	0.000	.662	.112	.774	.784	2.7%
E-8	8.349	0.000	8.349	0.000	10.309	.531	10.841	19.190	3.1%
F-4	.014	0.000	.014	0.000	.064	.000	.064	.079	0.0%
F-15	38.205	11.993	50.199	22.047	181.735	17.606	199.342	271.587	4.1%
F-16	41.234	16.741	57.975	0.000	228.865	21.571	250.436	308.411	5.3%
F100 Engines	112.421	15.180	127.601	0.000	222.900	26.520	249.420	377.021	0.0%
F110 Engines	9.952	0.000	9.952	0.000	18.354	55.201	73.555	83.507	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.5%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	20.176	4.562	24.737	0.000	.833	17.669	18.502	43.239	5.2%
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	2.466	.473	2.940	0.000	.290	8.732	9.023	11.962	4.2%
Trainers	25.382	40.622	66.004	0.000	17.193	13.818	31.011	97.016	4.9%
Other Aircraft	.814	0.000	.814	0.000	1.137	1.628	2.765	3.579	3.3%
SOF	1.775	.020	1.794	0.000	1.980	34.620	36.600	38.394	5.9%
Common	113.435	6.768	120.203	0.000	167.854	58.647	226.500	346.704	0.0%
Common EW	48.696	7.262	55.958	0.000	27.128	19.067	46.195	102.153	0.0%
FMS/FDT	1.120	2.415	3.535	0.000	0.000	0.000	0.000	3.535	0.0%
Missiles	8.957	4.189	13.146	0.000	31.534	1.853	33.387	46.533	0.0%
Other	21.388	.206	21.594	0.000	11.200	30.720	41.920	63.514	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	78.592	78.592	78.592	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	78.640	78.640	78.640	5.9%
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	193.800	0.000	193.800	193.800	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	0.000	0.000	8.979	8.979	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	191.412	191.412	191.412	0.0%
<b>Total</b>	<b>1,012.139</b>	<b>171.658</b>	<b>1,183.797</b>	<b>33.313</b>	<b>1,923.293</b>	<b>908.943</b>	<b>2,832.236</b>	<b>4,049.346</b>	<b>10.7%</b>

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

CSAG - Supply Division

FY2021	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	23.056	28.502	51.558	0.000	99.523	27.716	127.239	178.797	7.6%
B-1B	44.570	4.610	49.180	3.906	137.305	75.458	212.764	265.850	8.0%
B-2	55.395	.788	56.183	0.000	18.387	69.612	87.999	144.182	2.5%
B-52	44.924	.563	45.487	2.696	140.082	17.199	157.281	205.463	5.8%
C-5	24.696	.799	25.495	0.000	55.181	10.246	65.428	90.923	4.9%
C-17	.119	0.000	.119	0.000	.822	.457	1.280	1.398	2.2%
C-130	27.995	1.044	29.039	0.000	100.357	54.257	154.614	183.653	3.5%
C-135	146.665	7.217	153.882	2.335	233.888	90.270	324.158	480.375	3.9%
C-141	.003	0.000	.003	0.000	0.000	0.000	0.000	.003	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	17.466	.445	17.910	0.000	64.290	8.653	72.943	90.853	5.2%
E-4	.001	0.000	.001	0.000	.672	.146	.818	.819	3.7%
E-8	5.957	0.000	5.957	0.000	12.605	.664	13.269	19.226	3.1%
F-4	0.000	0.000	0.000	0.000	0.000	.001	.001	.001	0.0%
F-15	76.642	14.185	90.827	17.700	195.475	27.731	223.206	331.733	4.1%
F-16	49.056	21.297	70.353	0.000	256.611	31.425	288.036	358.390	5.3%
F100 Engines	141.166	18.678	159.844	0.000	284.450	33.573	318.022	477.867	0.0%
F110 Engines	16.681	0.000	16.681	0.000	24.584	109.161	133.744	150.426	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.3%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	9.674	1.343	11.017	0.000	.720	21.652	22.372	33.389	5.2%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	3.086	.173	3.259	0.000	.223	11.535	11.759	15.018	3.5%
Trainers	27.911	31.517	59.428	0.000	20.486	15.945	36.431	95.859	4.9%
Other Aircraft	2.098	0.000	2.098	0.000	1.206	2.144	3.350	5.448	3.3%
SOF	6.225	.045	6.270	0.000	5.962	62.000	67.962	74.231	5.7%
Common	106.689	6.165	112.854	0.000	183.826	64.732	248.558	361.412	0.0%
Common EW	57.380	20.629	78.010	0.000	28.175	24.597	52.771	130.781	0.0%
FMS/FDT	1.126	2.429	3.555	0.000	0.000	0.000	0.000	3.555	0.0%
Missiles	4.918	4.278	9.196	0.000	37.621	2.699	40.320	49.516	0.0%
Other	11.650	.180	11.830	0.000	11.781	39.010	50.791	62.621	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	145.159	145.159	145.159	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	36.970	36.970	36.970	5.7%
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	73.472	0.000	73.472	73.472	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	9.376	0.000	9.376	9.376	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	199.813	199.813	199.813	0.0%
<b>Total</b>	<b>905.149</b>	<b>164.887</b>	<b>1,070.036</b>	<b>26.637</b>	<b>1,997.080</b>	<b>1,182.824</b>	<b>3,179.904</b>	<b>4,276.577</b>	<b>0.0%</b>



SM-4  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

CSAG - Supply Division

FY2019	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	26,241.546	.000	20,468.406	5,773.140
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(1,539.032)	.000	(1,476.661)	(62.371)
c. Inv Reclassified & Repriced	24,702.514	.000	18,991.745	5,710.769
3. Receipts at MAC	1,787.771	.000	1,393.730	394.040
4. Sales at Standard	2,357.598	.000	1,919.695	437.903
5. Inventory Adjustments				
a. Capitalization + or (-)	55.634	.000	37.224	18.410
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,944.362	.000	2,806.118	138.243
d. Returns to Suppliers (-)	(828.004)	.000	(705.635)	(122.369)
e. Transfers to Property Disposal (-)	(1,229.408)	.000	(950.424)	(278.984)
f. Issues/Receipts w/o Reimbursement	1,076.362	.000	866.040	210.321
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(27.320)	.000	(20.700)	(6.621)
2. Discounts on Returns	(.778)	.000	(.559)	(.219)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.011	.000	.007	.004
5. Assembly/Disassembly	(502.021)	.000	(5.205)	(496.816)
6. Physical Inventory Adj	(2,228.716)	.000	(1,990.220)	(238.496)
7. Accounting Adjustments	2,003.761	.000	928.667	1,075.095
8. Shipment Discrepancies	(57.285)	.000	(1,710.362)	1,653.078
9. Other Gains/Losses	363.205	.000	311.440	51.765
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(449.143)	.000	(2,486.932)	2,037.789
h. Total Adjustments	1,569.802	.000	(433.608)	2,003.410
6. Inventory EOP	25,702.489	.000	18,032.173	7,670.316
7. Inventory EOP, Revalued (MAC, Discounted)	25,702.489	.000	18,032.173	7,670.316
a. Economic Retention (Memo)	994.229	.000	775.499	218.730
b. Contingency Retention (Memo)	3,107.830	.000	2,424.108	683.723
c. Potential DOD Reutilization (Memo)	.988	.000	.771	.217
8. Inventory on Order Cost EOP (Memo)	5,944.775	.000	4,636.924	1,307.850

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) 2021  
Budget Estimates  
February 2020

CSAG - Supply Division

FY2020	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	25,702.489	.000	18,032.173	7,670.316
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(178.301)	.000	(139.075)	(39.226)
c. Inv Reclassified & Repriced	25,524.188	.000	17,893.098	7,631.090
3. Receipts at MAC	1,826.914	.000	1,424.993	401.921
4. Sales at Standard	2,030.277	.000	1,583.616	446.661
5. Inventory Adjustments				
a. Capitalization + or (-)	68.465	.000	53.402	15.062
b. Returns from Customers for Credit	317.186	.000	247.405	69.781
c. Returns from Customers w/o Credit	640.946	.000	499.938	141.008
d. Returns to Suppliers (-)	(272.741)	.000	(212.738)	(60.003)
e. Transfers to Property Disposal (-)	(1,293.471)	.000	(1,008.907)	(284.564)
f. Issues/Receipts w/o Reimbursement	(320.200)	.000	(249.756)	(70.444)
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(26.885)	.000	(20.970)	(5.915)
2. Discounts on Returns	(260.897)	.000	(203.499)	(57.397)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.017	.000	.014	.004
5. Assembly/Disassembly	91.164	.000	71.108	20.056
6. Physical Inventory Adj	(1,084.074)	.000	(845.578)	(238.496)
7. Accounting Adjustments	1,761.852	.000	1,374.244	387.607
8. Shipment Discrepancies	(702.882)	.000	(548.248)	(154.634)
9. Other Gains/Losses	235.294	.000	183.529	51.765
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	13.589	.000	10.599	2.990
h. Total Adjustments	(846.227)	.000	(660.057)	(186.170)
6. Inventory EOP	24,474.597	.000	17,074.417	7,400.180
7. Inventory EOP, Revalued (MAC, Discounted)	24,474.597	.000	17,074.417	7,400.180
a. Economic Retention (Memo)	1,014.114	.000	791.009	223.105
b. Contingency Retention (Memo)	3,169.987	.000	2,472.590	697.397
c. Potential DOD Reutilization (Memo)	1.008	.000	.786	.222
8. Inventory on Order Cost EOP (Memo)	5,885.327	.000	4,590.555	1,294.772

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) 2021  
Budget Estimates  
February 2020

CSAG - Supply Division

FY2021	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	24,474.597	.000	17,074.417	7,400.180
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(181.867)	.000	(141.857)	(40.011)
c. Inv Reclassified & Repriced	24,292.730	.000	16,932.560	7,360.169
3. Receipts at MAC	1,863.452	.000	1,453.493	409.959
4. Sales at Standard	2,070.883	.000	1,615.289	455.594
5. Inventory Adjustments				
a. Capitalization + or (-)	69.834	.000	54.471	15.363
b. Returns from Customers for Credit	323.530	.000	252.353	71.177
c. Returns from Customers w/o Credit	653.764	.000	509.936	143.828
d. Returns to Suppliers (-)	(278.196)	.000	(216.993)	(61.203)
e. Transfers to Property Disposal (-)	(1,319.341)	.000	(1,029.086)	(290.255)
f. Issues/Receipts w/o Reimbursement	(326.605)	.000	(254.752)	(71.853)
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(27.422)	.000	(21.389)	(6.033)
2. Discounts on Returns	(266.115)	.000	(207.569)	(58.545)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.018	.000	.014	.004
5. Assembly/Disassembly	92.987	.000	72.530	20.457
6. Physical Inventory Adj	(1,084.074)	.000	(845.578)	(238.496)
7. Accounting Adjustments	1,761.852	.000	1,374.244	387.607
8. Shipment Discrepancies	(716.940)	.000	(559.213)	(157.727)
9. Other Gains/Losses	235.294	.000	183.529	51.765
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(4.401)	.000	(3.433)	(.968)
h. Total Adjustments	(881.413)	.000	(687.502)	(193.911)
6. Inventory EOP	23,203.885	.000	16,083.262	7,120.624
7. Inventory EOP, Revalued (MAC, Discounted)	23,203.885	.000	16,083.262	7,120.624
a. Economic Retention (Memo)	1,034.396	.000	806.829	227.567
b. Contingency Retention (Memo)	3,233.386	.000	2,522.041	711.345
c. Potential DOD Reutilization (Memo)	1.028	.000	.802	.226
8. Inventory on Order Cost EOP (Memo)	5,826.474	.000	4,544.650	1,281.824

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  
Budget Overview  
Fiscal Year (FY) 2021 President’s Budget (PB)**

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-R manages 2.0 million inventory items including weapon system spare parts, medical-dental supplies and equipment, and other 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 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 4,000 cadets. The Air Academy Division procures both distinctive uniforms and accessories from various manufacturing contractors and 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 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 even 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**

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, non-DoD activities, and other working capital activities, such as Air Force Consolidated Sustainment Activity Group – Maintenance Division.

### **SMAG–Retail Financial and Performance Summary**

The table on the next page provides revenue and expense data for the total SMAG-R. Revenue and expenses in FY 2019 reflect an AOR of negative \$57.9 million as a result of \$137.2 million losses (mostly in GSD). Revenue and expenses rise consistent with projected workload in FY 2020. The AOR decreases to negative \$213.4 million as a result of \$155.5 million NOR loss projected primarily in GSD. Planned NOR of \$213.4 million, primarily in GSD, result in an AOR of zero at the end of FY 2021.

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, keeping War Reserve Material Program activity NOR neutral.

### Revenue, Expenses and Net Operating Results

(\$ Millions)	FY 2019	FY 2020	FY 2021
Total Revenue	\$4,303.3	\$4,480.4	\$5,016.2
Total Expenses	\$4,338.5	\$4,564.8	\$4,729.2
Operating Results	(\$35.2)	(\$84.4)	287.0
Other Adjustments (WRM)	(\$102.0)	(\$71.1)	(\$73.5)
Net Operating Results	(\$137.2)	(\$155.5)	213.4
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	(\$57.9)	(\$213.4)	\$0.0

### Cash Management

(\$ Millions)	FY 2019	FY 2020	FY 2021
BOP Cash Balance	\$224.0	\$146.7	\$71.0
Disbursements	\$4,468.8	\$4,563.8	\$4,902.2
Collections	\$4,216.9	\$4,395.6	\$5,029.8
Net Transfers	\$97.0	\$0.0	\$0.0
WRM	\$77.6	\$92.5	\$95.7
EOP Cash Balance	\$146.7	\$71.0	\$294.2
Lower Range Target	\$211.8	\$211.8	\$174.1
Upper Range Target	\$387.0	\$387.0	\$351.6

The SMAG-Retail end of year cash balance reflect a downward trend primarily in GSD in FY 2020. Collection cycles are projected to be 12 per year. The Cash balance for FY 2020 is outside of the lower and upper operating ranges but is within these ranges in FY 2021.

### Customer Price Change (%)

Division	FY 2019	FY 2020	FY 2021
General Support All AF Customers	2.4%	2.9%	2.6%
General Support AF Flying Hour Program Specific			27.9%
Medical-Dental	3.7%	4.1%	3.5%
Academy	1.3%	10.0%	7.7%
SMAG-Retail	2.7%	3.2%	2.0%

The FY 2020 customer price changes for SMAG-Retail divisions reflect material inflation and minimal overhead changes. GSD price change mitigated by return of prior year gains. Medical-Dental price increase reflects additional transportation cost and emerging Theater lead Agent for Medical Materiel (TLAMM) requirements. The Air Force Academy price increase recovers costs of the new Operational Camouflage pattern (OCPs) uniform in FY 2020. In FY 2021 a new surcharge is applied to the AF Flying Hour Program customers to remedy the under-reimbursement of the FHP to General Support in FY 2019. As a result, the AF FHP specific surcharge is 27.9%.

### Analysis of Undelivered Orders

(\$ Millions)	FY 2019	FY 2020	FY 2021
<u>Peacetime</u>			
General Support Division	\$440.5	\$445.5	\$445.5
Medical-Dental Division	\$281.9	\$254.2	\$259.3
Academy Division	\$0.5	\$0.5	\$0.0
<u>WRM</u>			
Medical-Dental Division	\$53.1	\$52.9	\$53.9
Total SMAG-Retail	\$722.9	\$700.3	\$704.9

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.

SMAG–Retail Budget Overview

GSD aims to limit undelivered orders to 25% of total obligations for inventory replenishment and that target is the basis for the budget estimates. In FY 2019 GSD met this goal with 14.8%. FY 2020 shows further improvement to 13.6% and FY 2021 is targeted to achieve 13.2%.

The Medical-Dental Division maintains only three - four 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.

**Customer Wait Time**

GSD Customer Wait Time (CWT)	FY 2019	FY 2020	FY 2021
Actual Performance	10.2		
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. Wait time has increased approximately 5 days from FY 2018. 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 2019	FY 2020	FY 2021
Number of Issues	9,662,847	9,758,773	9,806,346
Number of Receipts	16,184,381	16,522,344	16,564,783
Number of Requisitions	18,207,949	18,506,637	18,537,973
Contracts Executed	17,001	17,390	17,435
Purchase Inflation	2.92%	2.93%	2.97%
Items Managed	3,633,453	3,634,922	3,634,922

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**Supply Management Activity Group - Retail**

	FY2019	FY2020	FY2021
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	3.091	1.500	1.654
(b) Missile Procurement	.000	.003	(.003)
(c) Other Procurement	.310	.682	.000
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	1,079.921	1,145.815	1,272.984
(f) Operations & Maintenance - AFRC	98.895	59.993	67.559
(g) Operations & Maintenance - ANG	195.867	197.925	193.023
(h) Research & Development - AF	22.056	22.472	23.030
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	.750	1.953	2.090
(k) Guard Personnel - ANG	.109	.700	.366
(l) Family Housing	.038	.072	.061
(m) Special Trust Funds	5.948	6.753	7.225
(n) Other Air Force	.029	.050	.018
<b>Total Air Force</b>	<b>1,407.014</b>	<b>1,437.918</b>	<b>1,568.005</b>
(2) Army	6.429	6.227	7.477
(3) Navy	1.740	9.856	8.872
(4) MAP Grant Aid	(.002)	.002	.003
(5) Other DOD	1,216.655	1,304.747	1,346.369
<b>Total DOD excluding WCF</b>	<b>2,631.836</b>	<b>2,758.750</b>	<b>2,930.727</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) Other AF Supply Management Activity Groups	(.077)	.077	.658
(2) Transportation Activity Group - TRANSCOM	86.497	107.749	106.774
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,453.208	1,500.457	1,493.851
(4) Other WCF Activity Groups	.004	(.010)	.008
(5) Commissary, Sur. Coll.	.000	.001	.001
<b>Total Other Fund Activity Groups</b>	<b>1,539.632</b>	<b>1,608.275</b>	<b>1,601.292</b>
<b>c. Grand Total DOD</b>	<b>4,171.468</b>	<b>4,367.026</b>	<b>4,532.014</b>

Fund 11 Supply Management Activity Group - Retail

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**Supply Management Activity Group - Retail**

	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
<b>d. Other Orders</b>			
<b>(1) Other Federal Agencies</b>	<b>2.615</b>	<b>2.159</b>	<b>2.584</b>
<b>(2) Non Federal Agencies</b>	<b>(.108)</b>	<b>.353</b>	<b>.338</b>
<b>(3) FMS</b>	<b>3.776</b>	<b>4.041</b>	<b>3.997</b>
<b>Total Other Orders</b>	<b>6.283</b>	<b>6.552</b>	<b>6.919</b>
<b>Total New Gross Orders</b>	<b>4,177.751</b>	<b>4,373.578</b>	<b>4,538.938</b>
<b>2. Carry-In Orders (BOP)</b>	<b>1,218.442</b>	<b>1,124.714</b>	<b>1,065.406</b>
<b>3. Total Gross Orders</b>	<b>5,396.193</b>	<b>5,498.292</b>	<b>5,604.344</b>
<b>4. Carry-Out Orders (-) (EOP)</b>	<b>1,124.714</b>	<b>1,065.406</b>	<b>1,024.130</b>
<b>5. Gross Sales (-)</b>	<b>4,271.479</b>	<b>4,432.886</b>	<b>4,580.214</b>
<b>6. Credit Returns (-)</b>	<b>65.501</b>	<b>59.951</b>	<b>67.249</b>
<b>7. Net Sales</b>	<b>4,205.978</b>	<b>4,372.935</b>	<b>4,512.965</b>

Fund 11 Supply Management Activity Group - Retail

Fund 14	Revenue and Expenses Air Force Working Capital Fund	Fiscal Year (FY) 2021
(Dollars in Millions)	Supply Management Activity Group - Retail	Budget Estimates
<b>Supply Management Activity Group - Retail</b>		February 2020

	FY2019	FY2020	FY2021
<b>Revenue:</b>			
Gross Revenue from Sales	4,271.479	4,432.886	4,580.214
Less Credit Returns	65.501	59.951	67.249
Net Revenue from Sales	4,205.978	4,372.935	4,512.965
Other Revenue	15.464	15.000	407.533
Direct Appropriation	81.829	92.499	95.712
<b>Total Net Revenue</b>	<b>4,303.271</b>	<b>4,480.434</b>	<b>5,016.210</b>
<b>Expense:</b>			
Cost of Material Sold Operating Program	4,315.357	4,462.137	4,625.478
Cost of Material Sold WRM	15.456	15.000	15.000
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	4,330.813	4,477.137	4,640.478
Inventory Losses / Obsolescence (Ops)	(28.993)	(15.982)	(16.605)
Inventory Losses / Obsolescence (WRM)	(20.987)	20.165	20.951
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	4,280.832	4,481.320	4,644.824
<b>Business Operations</b>			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.010	.083	.084
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	32.411	35.849	36.423
Transportation of Things Operating Program	19.781	31.402	31.457
Transportation of Things WRM	.802	1.186	1.233
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.459	.446	.447
Rent, Comm, Utilities and Misc Charges	.459	1.239	1.242
Other Purchased Services	3.737	13.295	13.538
Subtotal Business Operations	57.659	83.500	84.424
<b>Total Expenses</b>	<b>4,338.491</b>	<b>4,564.820</b>	<b>4,729.248</b>

Fund 14 Supply Management Activity Group - Retail



Fund 14 (Dollars in Millions) <b>Supply Management Activity Group - Retail</b>	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail		Fiscal Year (FY) 2021 Budget Estimates February 2020
	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
<b>Operating Result</b>	<b>(35.220)</b>	<b>(84.386)</b>	<b>286.962</b>
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	(81.829)	(92.499)	(95.712)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	(20.193)	21.351	22.184
Other Changes (NOR)	.000	.000	.000
<b>NET OPERATING RESULT (NOR)</b>	<b>(137.241)</b>	<b>(155.534)</b>	<b>213.434</b>
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	79.341	(57.900)	(213.434)
Accumulated Operating Result (AOR)	(57.900)	(213.434)	(.000)
Non-Recoverable Adjustment (AOR)	.000	.000	.000
Accumulated Operating Result for Budget Purposes	(57.900)	(213.434)	(.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) 2021  
Budget Estimates  
February 2020

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn <sup>1</sup>	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<b><u>FY2019</u></b>									
GSD	2,962.695	2,975.835	3,082.656	.000	.000	3,082.656	.000	400.000	3,482.656
Med/Dent	1,143.566	1,224.155	1,136.405	92.558	.000	1,228.963	.000	.000	1,228.963
Academy	5.989	5.989	5.839	.000	.000	5.839	.000	.000	5.839
Total SMAG-Retail	4,112.250	4,205.978	4,224.899	92.558	.000	4,317.457	.000	400.000	4,717.457
<b><u>FY2020</u></b>									
GSD	3,074.728	3,125.216	3,278.083	.000	.000	3,278.083	.000	400.000	3,678.083
Med/Dent	1,232.136	1,241.406	1,259.671	107.499	.000	1,367.170	.000	.000	1,367.170
Academy	6.763	6.313	6.697	.000	.000	6.697	.000	.000	6.697
Total SMAG-Retail	4,313.627	4,372.935	4,544.451	107.499	.000	4,651.950	.000	400.000	5,051.950
<b><u>FY2021</u></b>									
GSD	3,182.998	3,228.155	3,371.775	.000	.000	3,371.775	.000	400.000	3,771.775
Med/Dent	1,281.466	1,277.586	1,329.766	110.712	.000	1,440.478	.000	.000	1,440.478
Academy	7.224	7.224	7.129	.000	.000	7.129	.000	.000	7.129
Total SMAG-Retail	4,471.689	4,512.965	4,708.670	110.712	.000	4,819.382	.000	400.000	5,219.382

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) 2021  
Budget Estimates  
February 2020

Supply Management Activity Group - Retail

FY2019	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,574.497	744.241	1,303.428	526.828
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(26.495)	.000	(26.492)	(.003)
c. Inv Reclassified & Repriced	2,548.003	744.241	1,276.936	526.825
3. Receipts at MAC	4,492.211	91.800	4,400.411	.000
4. Sales at Standard	4,174.629	15.456	4,159.173	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	3.711	5.936	(2.211)	(.014)
b. Returns from Customers for Credit	.871	.000	.812	.059
c. Returns from Customers w/o Credit	448.669	.668	435.271	12.730
d. Returns to Suppliers (-)	(167.430)	(.101)	(167.300)	(.029)
e. Transfers to Property Disposal (-)	(1,044.473)	(8.534)	(1,035.786)	(.154)
f. Issues/Receipts w/o Reimbursement	644.765	17.996	626.769	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(50.720)	(36.244)	(.917)	(13.559)
2. Discounts on Returns	(12.446)	.000	(12.446)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.096)	.000	(.096)	.000
5. Assembly/Disassembly	(10.478)	(1.484)	(8.947)	(.046)
6. Physical Inventory Adj	9.812	(5.787)	15.610	(.011)
7. Accounting Adjustments	69.931	53.987	8.442	7.501
8. Shipment Discrepancies	(289.564)	.909	(290.474)	.000
9. Other Gains/Losses	(.010)	(.011)	(.317)	.317
10. Strata Transfers	.000	5.484	(5.776)	.292
11. Strata Transfers in Transit	1.633	(20.913)	22.546	.000
12. Other Adjustments - Total	(281.938)	(4.059)	(272.375)	(5.505)
h. Total Adjustments	(395.825)	11.905	(414.819)	7.089
6. Inventory EOP	2,469.760	832.490	1,103.356	533.914
7. Inventory EOP, Revalued (MAC, Discounted)	2,469.760	832.490	1,103.356	533.914
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)	722.882	53.147	669.735	.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) 2021  
Budget Estimates  
February 2020

Supply Management Activity Group - Retail

FY2020	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,469.760	832.490	1,103.356	533.914
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(21.403)	5.102	(26.502)	(.002)
c. Inv Reclassified & Repriced	2,448.357	837.592	1,076.853	533.912
3. Receipts at MAC	4,538.317	92.499	4,445.818	.000
4. Sales at Standard	4,552.064	15.000	4,537.064	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	13.773	4.127	9.660	(.014)
b. Returns from Customers for Credit	.524	.000	.479	.046
c. Returns from Customers w/o Credit	554.138	.580	544.465	9.093
d. Returns to Suppliers (-)	(213.472)	(.069)	(213.391)	(.012)
e. Transfers to Property Disposal (-)	(425.312)	(6.658)	(418.522)	(.132)
f. Issues/Receipts w/o Reimbursement	353.133	10.192	342.941	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(36.311)	(25.673)	(.812)	(9.825)
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	(34.930)	(.843)	(34.074)	(.013)
6. Physical Inventory Adj	(1.718)	(5.294)	3.587	(.012)
7. Accounting Adjustments	(65.992)	.000	(73.492)	7.500
8. Shipment Discrepancies	23.865	(.000)	23.866	.000
9. Other Gains/Losses	(.031)	(.010)	(.282)	.261
10. Strata Transfers	4.714	4.949	(.216)	(.019)
11. Strata Transfers in Transit	(24.357)	(25.979)	1.622	.000
12. Other Adjustments - Total	(199.982)	(52.850)	(145.024)	(2.108)
h. Total Adjustments	82.803	(44.677)	120.607	6.872
6. Inventory EOP	2,517.413	870.414	1,106.214	540.784
7. Inventory EOP, Revalued (MAC, Discounted)	2,517.413	870.414	1,106.214	540.784
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)	700.273	52.881	647.392	.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) 2021  
Budget Estimates  
February 2020

Supply Management Activity Group - Retail

FY2021	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,517.413	870.414	1,106.214	540.784
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(21.386)	5.153	(26.537)	(.002)
c. Inv Reclassified & Repriced	2,496.026	875.567	1,079.677	540.782
3. Receipts at MAC	4,696.906	95.712	4,601.194	.000
4. Sales at Standard	4,622.806	15.000	4,607.806	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	13.814	4.169	9.659	(.014)
b. Returns from Customers for Credit	.530	.000	.483	.046
c. Returns from Customers w/o Credit	554.349	.586	544.579	9.184
d. Returns to Suppliers (-)	(213.475)	(.070)	(213.393)	(.012)
e. Transfers to Property Disposal (-)	(425.581)	(6.924)	(418.523)	(.134)
f. Issues/Receipts w/o Reimbursement	353.314	10.294	343.020	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(37.108)	(26.700)	(.845)	(9.564)
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	(34.939)	(.852)	(34.074)	(.013)
6. Physical Inventory Adj	(1.771)	(5.347)	3.587	(.012)
7. Accounting Adjustments	(65.992)	.000	(73.492)	7.500
8. Shipment Discrepancies	23.865	(.000)	23.865	.000
9. Other Gains/Losses	(.031)	(.010)	(.285)	.263
10. Strata Transfers	4.761	4.998	(.218)	(.019)
11. Strata Transfers in Transit	(24.600)	(26.239)	1.638	.000
12. Other Adjustments - Total	(201.039)	(54.149)	(145.046)	(1.844)
h. Total Adjustments	81.913	(46.093)	120.780	7.226
6. Inventory EOP	2,652.039	910.186	1,193.846	548.008
7. Inventory EOP, Revalued (MAC, Discounted)	2,652.039	910.186	1,193.846	548.008
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)	704.858	53.938	650.919	.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) 2021  
Budget Estimates  
February 2020

**Supply Management Activity Group - Retail**

FY2019

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>744.241</b>	<b>744.241</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>88.249</b>	<b>88.249</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>92.467</b>	<b>92.467</b>	<b>.000</b>
(1). Purchases	91.800	91.800	.000
(2). Returns from customers	.668	.668	.000
<b>b. Issues @ std</b>	<b>(24.092)</b>	<b>(24.092)</b>	<b>.000</b>
(1). Sales	(15.456)	(15.456)	.000
(2). Returns to suppliers	(.101)	(.101)	.000
(3). Disposals	(8.534)	(8.534)	.000
<b>c. Adjustments @ std</b>	<b>19.873</b>	<b>19.873</b>	<b>.000</b>
(1). Capitalizations	5.936	5.936	.000
(2). Gains and losses	17.996	17.996	.000
(3). Other	(4.059)	(4.059)	.000
<b>Inventory EOP</b>	<b>832.490</b>	<b>832.490</b>	<b>.000</b>

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
i. Current Year (Direct Appropriation)	77.644
ii. Prior Year	.000
<b>b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)</b>	<b>14.914</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>92.558</b>

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) 2021  
Budget Estimates  
February 2020

**Supply Management Activity Group - Retail**

FY2020

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>832.490</b>	<b>832.490</b>	<b>.000</b>
<b>2. Price Change</b>	<b>5.102</b>	<b>5.102</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>32.822</b>	<b>32.822</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>93.079</b>	<b>93.079</b>	<b>.000</b>
(1). Purchases	92.499	92.499	.000
(2). Returns from customers	.580	.580	.000
<b>b. Issues @ std</b>	<b>(21.727)</b>	<b>(21.727)</b>	<b>.000</b>
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.069)	(.069)	.000
(3). Disposals	(6.658)	(6.658)	.000
<b>c. Adjustments @ std</b>	<b>(38.530)</b>	<b>(38.530)</b>	<b>.000</b>
(1). Capitalizations	4.127	4.127	.000
(2). Gains and losses	10.192	10.192	.000
(3). Other	(52.850)	(52.850)	.000
<b>Inventory EOP</b>	<b>870.414</b>	<b>870.414</b>	<b>.000</b>

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
i. Current Year (Direct Appropriation)	92.499
ii. Prior Year	.000
<b>b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)</b>	<b>15.000</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>107.499</b>

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) 2021  
Budget Estimates  
February 2020

**Supply Management Activity Group - Retail**

FY2021

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>870.414</b>	<b>870.414</b>	<b>.000</b>
<b>2. Price Change</b>	<b>5.153</b>	<b>5.153</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>34.619</b>	<b>34.619</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>96.298</b>	<b>96.298</b>	<b>.000</b>
(1). Purchases	95.712	95.712	.000
(2). Returns from customers	.586	.586	.000
<b>b. Issues @ std</b>	<b>(21.994)</b>	<b>(21.994)</b>	<b>.000</b>
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.070)	(.070)	.000
(3). Disposals	(6.924)	(6.924)	.000
<b>c. Adjustments @ std</b>	<b>(39.685)</b>	<b>(39.685)</b>	<b>.000</b>
(1). Capitalizations	4.169	4.169	.000
(2). Gains and losses	10.294	10.294	.000
(3). Other	(54.149)	(54.149)	.000
<b>Inventory EOP</b>	<b>910.186</b>	<b>910.186</b>	<b>.000</b>

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
i. Current Year (Direct Appropriation)	95.712
ii. Prior Year	.000
<b>b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)</b>	<b>15.000</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>110.712</b>

SM-6 Supply Management Activity Group - Retail



***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) 2021 Budget Analysis**

**Background**

This submission provides justification for the United States Transportation Command (USTRANSCOM) Transportation Working Capital Fund (TWCF) budget. 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 USTRANSCOM's Unified Command Plan (UCP) mission. With global responsibilities and capabilities that transcend air, land, and sea, USTRANSCOM is uniquely postured to fulfill five specific responsibilities within the 2017 UCP that include: 1) the DOD's Single Manager for Transportation, 2) the Mobility Joint Force Provider, 3) the DOD Single Manager for Global Patient Movement (GPM), 4) the Joint Deployment and Distribution Coordinator (JDDC) for the Joint Deployment and Distribution Enterprise (JDDE), and 5) the provider for Joint Enabling Capabilities via the Joint Enabling Capabilities Command (JECC) (JECC is not part of the Working Capital Fund).

USTRANSCOM and the broader JDDE are designed to project and sustain military forces around the world. We conduct globally integrated mobility operations through dynamic synchronization of: (1) global deployment networks; (2) a global command and control and integration construct to dynamically allocate resources for our Nation's strategic priorities; and (3) transportation and mobility capacity operating across air, land, and sea.

From day-to-day operations through wartime mobilization, commercial nodes, rail infrastructure, trucks, aviation, and sealift capabilities are integral to USTRANSCOM's ability to respond and scale to need. To maintain a strategic comparative advantage, we have three top mobility concerns to fulfill National Defense Strategy (NDS) mission requirements: 1) readiness of the U.S. Navy's aging sealift fleet, 2) readiness and capacity of the U.S. Air Force's air refueling platforms, and 3) cyber domain mission assurance.

Capital funding continues to support system enhancements and upgrades to embrace USTRANSCOM's role as a global Combatant Command delivering national objectives in tomorrow's dynamic security environment. USTRANSCOM challenges its assumptions, accurately forecasts trends that will define the future operating environment, and develops the technologies and ideas that maintain our Nation's competitive advantage in transportation and logistics.

TWCF Budget Analysis Overview

USTRANSCOM is working with military services and is committed to improving the relocation process for military members and families. In support of the DOD reform initiative, USTRANSCOM is exploring a centralized acquisition approach that would transition the Defense Personal Property Program (DP3) to a single move manager. This concept will improve capacity and curbside service by incentivizing long-term investment by industry, reduce barriers to entry into DOD markets, and establish clear accountability and transparency.

The Nation relies on USTRANSCOM to project an immediate and decisive force when needed and continues to adapt to the most complex security environment in recent history. USTRANSCOM provides our Nation's leaders with various options while presenting multiple dilemmas for potential adversaries.

### **Composition of Component Business Areas**

USTRANSCOM's mission includes providing air, land, and sea transportation for the DoD with a primary focus on wartime readiness. Our \$8.8 billion budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with the greatest speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. We accomplish our joint transportation mission through three Transportation Component Commands - Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Surface Deployment and Distribution Command (SDDC). This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each Transportation Component Command follows:

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

Military Sealift Command supports our nation by providing marine transportation to satisfy DoD sealift requirements, including, 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.

Our Component Commands 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 an 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 transportation enterprise.

**Costs**

<b>COST (\$ IN MILLIONS)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
AMC	5,247	5,584	5,723
SDDC	1,353	1,629	1,646
MSC	898	881	966
Defense Courier Division (DCD)	6	8	8
USTRANSCOM Command Staff	371	480	465
<b>Total</b>	<b>\$7,875</b>	<b>\$8,582</b>	<b>\$8,808</b>

**FY 2020 in the FY 2020 PB to FY 2020 Current Estimate in the FY 2021 PB:**

Total USTRANSCOM: Cost increased in FY 2020 by \$585 million, major changes are listed below:

- \$742 million – Customer workload changes
- \$38 million – Pricing changes (commercial transportation and general purchase inflation offset by fuel)
- \$34 million – Facility maintenance (AMC ramps and passenger/cargo terminals, Military Ocean Terminal, Concord (MOTCO))
- \$21 million – Other (includes migration to cloud)
- (\$250) million – Aircraft maintenance

**FY 2020 in the FY 2021 PB to FY 2021 in the FY 2021 PB:**

Total USTRANSCOM: Cost increased in FY 2021 by \$226 million, major changes are listed below:

- \$94 million – Command initiatives (Transportation Mgmt. System, Cloud, Enterprise Data Analytic Environment)
- \$64 million – Aircraft maintenance
- \$63 million – Pricing changes (Commercial transportation, aircraft maintenance, depot level repairables, general purchase inflation offset by fuel)
- \$46 million – Customer workload changes
- \$12 million – Facility maintenance (AMC Ramps and Passenger/Cargo Terminals)
- (\$46) million – Ship maintenance
- (\$7) million – Other

**Revenue**

<b>REVENUE (\$ IN MILLIONS)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
AMC	5,044	5,375	5,546
SDDC	1,351	1,822	1,492
MSC	798	975	1,037
DCD	6	4	5
USTRANSCOM Command Staff	376	430	542
Total	\$7,575	\$8,606	\$8,622

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 channel airlift rates are set to compete with private sector rates, rates do not cover the cost of the unique readiness requirements of military airlift operations. The FY 2021 revenue is based on known and anticipated orders, primarily from DoD, and where mutually advantageous, from non-DoD customers.

TWCF Budget Analysis Overview

**Disbursements, Collections, and Net Outlays**

<b>(\$ IN MILLIONS)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Disbursements	7,782	8,720	8,394
Collections	7,724	8,855	8,370
Net Outlays	58	-135	24
Ending Cash Balance	469	604	579
Cash Lower Boundary	538	618	582
Cash Upper Boundary	1,030	1,289	1,228

**FY 2020 USTRANSCOM CASH:** The FY 2020 cash is projected to increase from \$469 million to \$604 million due to increased rates, and increased workload. USTRANSCOM cash balance is projected to be within operating range.

**FY 2021 USTRANSCOM CASH:** The FY 2021 cash is projected to decrease from \$604 million to \$579 million due to decreased workload. USTRANSCOM cash balance is projected to be within operating range.

**Customer Rate Changes**

<b>AMC RATE CHANGES</b>	<b>FY 2020</b>	<b>FY 2021</b>
Channel Passenger	2.0%	2.0%
Channel Cargo	2.0%	2.0%
SAAM/JETP	17.0%	-5.2%
Training	19.4%	-6.6%

<b>MSC RATE CHANGES</b>	<b>FY 2020</b>	<b>FY 2021</b>
Petroleum Tankerships	8.0%	-34.0%
Surge ROS	82.8%	19.0%
Army Afloat Prepositioning	28.0%	-5.0%
Air Force Afloat Prepositioning	18.0%	8.0%
Chartered Cargo	-10.6%	-73.0%

<b>SDDC RATE CHANGES</b>	<b>FY 2020</b>	<b>FY 2021</b>
Port Operations	38.0%	-27.0%
Defense Personal Property Program (DP3)	29.8%	-2.9%
Liner Ocean Transportation	17.3%	-20.6%

<b>DCD RATE CHANGES</b>	<b>FY 2020</b>	<b>FY 2021</b>
Pounds Delivered	-19.4%	13.3%



## 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.

CIP includes investment in Equipment, Automated Data Processing Equipment (ADPE) and Telecommunications Equipment, Software Development, and Minor Construction. The CIP enables the JDDC to rapidly produce or modify software/ADPE applications to meet emerging distribution portfolio requirements, with efforts such as Consolidate Air Mobility Planning System (CAMPS), Defense Personal Property System (DPS), and Integrated Booking System (IBS).

- CAMPS continues the agile acquisition approach to ongoing development and modernization of Airlift Requirements, Airlift Planning, Barrel Master, Iterative Planning, Enterprise Service Integration, and Mission Scheduling Service.
- DPS continues to define, develop, test, and deploy capabilities using agile software methodology for the MilMove prototype. The program plans to demonstrate the effectiveness and efficiency of a significant number of CONUS household moves starting in FY21.
- IBS continues to transform into an agile suite of business services replacing the legacy system. The development includes migrating to the cloud with a process-model driven application. This will significantly reduce time to deliver system change requests and expedite solutions to meet user requirements, while also implementing new rates to support the Universal Service Contract 9 (USC9) and Guantanamo Bay, Cuba Contracts.
- Multiple programs are transitioning to commercial cloud and include the cost of shifting applications and big data to a cloud environment.

<b>CIP (\$ IN MILLIONS)</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Equipment	2.3	0.9	1.0
ADPE and Telecom Equip	20.0	8.4	6.8
Software Development	57.0	33.6	49.3
Minor Construction	6.3	7.3	11.2
<b>Total</b>	<b>85.6</b>	<b>50.2</b>	<b>68.3</b>

## Manpower Trends

USTRANSCOM's staffing is comprised of approximately 75 percent military and 25 percent civilian. The efficient use of manpower for our components is integral to the success of USTRANSCOM's mission.

### Military End Strength and Workyears\*

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Army	221	213	216
Navy	154	155	153
Marine Corps	12	12	13
Air Force	11,949	11,950	12,027
Total Military End Strength	12,336	12,330	12,409
Total Military Work-years	12,539	12,102	12,212

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

### Civilian End Strength

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
U.S. Direct Hire	3,419	3,865	3,921
Foreign National Direct Hire	256	287	287
Foreign National Indirect Hire	271	304	304
Total Civilian End Strength	3,946	4,456	4,512

**Civilian Full-Time Equivalents**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
U.S. Direct Hire	3,312	3,832	3,888
Foreign National Direct Hire	255	285	285
Foreign National Indirect Hire	275	302	302
<b>Total Civilian FTEs</b>	<b>3,842</b>	<b>4,419</b>	<b>4,475</b>

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2019 Estimated Actuals</b>	<b>\$7,875.1</b>
<b>FY2020 Estimate in President's Budget</b>	<b>\$7,996.4</b>
<b>Estimated Impact in FY2020 Actual FY2019 Experience</b>	<b>\$0.0</b>
<b>Pricing Adjustments:</b>	<b>\$38.3</b>
<b>a. FY2020 Pay Raises</b>	<b>\$12.6</b>
(1) Civilian Personnel	\$12.6
(2) Military Personnel	\$0.0
<b>b. Annualization of Prior Year Pay Raises</b>	<b>\$1.2</b>
(1) Civilian Personnel	\$1.2
(2) Military Personnel	\$0.0
<b>c. Fuel Pricing</b>	<b>(\$11.4)</b>
<b>d. General Purchase Inflation</b>	<b>\$8.1</b>
<b>e. Depot Level Repairables Changes</b>	<b>\$0.0</b>
<b>f. Commercial Transportation Pricing Changes</b>	<b>\$27.8</b>
<b>g. Aircraft Maintenance Price changes</b>	<b>\$0.0</b>
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>\$0.0</b>
<b>a. Headquarters Reductions</b>	<b>\$0.0</b>
<b>Program Changes:</b>	<b>\$546.9</b>
<b>a. Aircraft Maintenance Changes</b>	<b>(\$249.4)</b>
<b>b. Other</b>	<b>\$20.7</b>
<b>c. Workload Changes</b>	<b>\$741.6</b>
<b>d. Ship Maintenance Changes</b>	<b>\$0.0</b>
<b>e. Container Detention changes</b>	<b>\$0.0</b>
<b>f. Facility Maintenance</b>	<b>\$34.0</b>
<b>g. Command Initiatives</b>	<b>\$0.0</b>
<b>FY2020 Current Estimate</b>	<b>\$8,581.6</b>

Fund 2  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2020 Current Estimate</b>	<b>\$8,581.6</b>
<b>Pricing Adjustments:</b>	<b>\$63.3</b>
a. FY2021 Pay Raises	\$3.0
(1) Civilian Personnel	\$2.6
(2) Military Personnel	\$0.4
b. Annualization of Prior Year Pay Raises	\$5.0
(1) Civilian Personnel	\$5.0
(2) Military Personnel	\$0.0
c. General Purchase Inflation	\$26.0
d. Aircraft Maintenance Changes	\$17.6
e. Commercial Transportation Pricing Changes	\$46.8
f. Depot Level Repairables Changes	\$13.4
g. Fuel Pricing	(\$48.5)
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>\$0.0</b>
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
<b>Program Changes:</b>	<b>\$163.2</b>
a. Other	(\$6.7)
b. Aircraft Maintenance Changes	\$63.9
c. Workload Changes	\$45.8
d. Ship Maintenance Changes	(\$46.1)
e. Facility Maintenance	\$12.4
f. Command Initiatives	\$93.9
<b>FY2021 Estimate</b>	<b>\$8,808.1</b>

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

**United States Transportation Command**

	FY2019	FY2020	FY2021
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>	<b>6,399.4</b>	<b>7,436.4</b>	<b>7,414.0</b>
<b>Total Air Force</b>	<b>2,863.8</b>	<b>2,977.6</b>	<b>3,173.2</b>
<b>Military Personnel</b>	<b>112.2</b>	<b>133.1</b>	<b>134.0</b>
<b>Aircraft Procurement</b>	<b>1.4</b>	<b>.1</b>	<b>.1</b>
<b>Missile Procurement</b>	<b>3.9</b>	<b>3.9</b>	<b>4.0</b>
<b>Other Procurement</b>	<b>467.0</b>	<b>597.7</b>	<b>550.3</b>
<b>Operations &amp; Maintenance</b>	<b>2,070.5</b>	<b>1,968.8</b>	<b>2,237.1</b>
<b>Operations &amp; Maintenance - ANG</b>	<b>177.2</b>	<b>240.6</b>	<b>214.9</b>
<b>Operations and Maintenance - AFRES</b>	<b>.7</b>	<b>.2</b>	<b>.2</b>
<b>RDT&amp;E</b>	<b>5.9</b>	<b>7.6</b>	<b>7.2</b>
<b>Other</b>	<b>25.0</b>	<b>25.6</b>	<b>25.4</b>
<b>Army</b>	<b>1,929.3</b>	<b>2,522.8</b>	<b>2,335.9</b>
<b>Military Personnel</b>	<b>132.9</b>	<b>149.7</b>	<b>150.2</b>
<b>Aircraft Procurement</b>	<b>.1</b>	<b>.0</b>	<b>.0</b>
<b>Missile Procurement</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Other Procurement</b>	<b>19.9</b>	<b>8.4</b>	<b>7.3</b>
<b>AAFES</b>	<b>43.1</b>	<b>168.6</b>	<b>114.1</b>
<b>Operations and Maintenance</b>	<b>1,665.5</b>	<b>2,122.9</b>	<b>2,000.8</b>
<b>NG, O&amp;M</b>	<b>32.6</b>	<b>35.7</b>	<b>30.8</b>
<b>Army Reserve</b>	<b>6.5</b>	<b>7.7</b>	<b>7.3</b>
<b>RDT&amp;E</b>	<b>9.5</b>	<b>10.5</b>	<b>8.7</b>
<b>Other</b>	<b>19.2</b>	<b>19.3</b>	<b>16.7</b>
<b>Navy</b>	<b>796.4</b>	<b>936.5</b>	<b>962.8</b>
<b>Military Personnel</b>	<b>75.6</b>	<b>84.2</b>	<b>86.9</b>
<b>Aircraft Procurement</b>	<b>1.3</b>	<b>1.3</b>	<b>1.4</b>
<b>NEXCOM</b>	<b>.0</b>	<b>.4</b>	<b>.4</b>
<b>Operations and Maintenance</b>	<b>348.5</b>	<b>416.6</b>	<b>402.0</b>
<b>NG, O&amp;M</b>	<b>4.0</b>	<b>5.0</b>	<b>4.7</b>
<b>NDSF</b>	<b>158.8</b>	<b>265.6</b>	<b>314.1</b>
<b>RDT&amp;E</b>	<b>2.6</b>	<b>3.2</b>	<b>3.1</b>
<b>Other</b>	<b>205.6</b>	<b>160.2</b>	<b>150.2</b>
<b>Marine Corps</b>	<b>181.5</b>	<b>208.5</b>	<b>200.9</b>
<b>Military Personnel</b>	<b>10.4</b>	<b>11.3</b>	<b>11.2</b>

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) 2021  
Budget Estimates  
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**United States Transportation Command**

	FY2019	FY2020	FY2021
<b>MCEX</b>	.0	.0	.0
<b>Operations and Maintenance</b>	166.2	191.3	184.1
<b>Other</b>	4.9	5.9	5.6
<b>OSD</b>	628.4	791.0	741.2
<b>Operations and Maintenance</b>	568.6	713.6	670.8
<b>JCS</b>	59.7	101.8	99.7
<b>SOCOM</b>	443.0	540.7	516.5
<b>Health Affairs</b>	32.0	36.2	35.0
<b>NSA</b>	2.2	2.2	2.3
<b>DIA</b>	.0	.0	.0
<b>DMA</b>	.0	.0	.0
<b>Other</b>	31.7	31.7	16.2
<b>DLA (Non-WCF)</b>	.0	1.0	1.1
<b>DTS-PMO</b>	.0	.0	.0
<b>DSCA</b>	.0	.0	.0
<b>Procurement</b>	.3	1.1	1.1
<b>Other</b>	59.5	76.3	69.3
<b>b. Orders From Other Fund Activity Groups</b>	901.7	899.8	979.6
<b>DECA</b>	8.0	10.5	8.9
<b>DLA</b>	253.2	153.9	89.0
<b>Other Orders</b>	640.5	735.4	881.7
<b>c. Total DOD</b>	7,301.1	8,336.2	8,393.6
<b>d. Other Orders</b>	273.6	270.2	228.3
<b>Other Federal Agencies</b>	19.5	22.7	21.6
<b>Trust Fund</b>	.0	.0	.0
<b>Non Federal Agencies</b>	33.6	46.5	39.0
<b>Foreign Military Sales</b>	220.5	201.0	167.7
<b>Total New Orders</b>	7,574.7	8,606.4	8,621.9
<b>2. Carry-In Orders</b>	.0	.0	.0
<b>3. Total Gross Orders</b>	7,574.7	8,606.4	8,621.9
<b>4. Funded Carryover</b>	.0	.0	.0
<b>5. Total Gross Sales</b>	7,574.7	8,606.4	8,621.9

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) 2021  
Budget Estimates  
February 2020

**United States Transportation Command**

	FY2019	FY2020	FY2021
<b>Revenue</b>			
Gross Sales	7,574.7	8,606.4	8,621.9
Operations	7,556.8	8,534.3	8,562.3
Capital Surcharge	.0	.0	.0
Cash Surcharge	.0	.0	.0
Depreciation excluding Maj Const	17.9	72.1	59.6
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
<b>Total Income:</b>	<b>7,574.7</b>	<b>8,606.4</b>	<b>8,621.9</b>
<b>Expenses:</b>			
<b>Salaries and Wages:</b>			
Military Personnel Compensation & Benefits	43.8	42.9	43.4
Civilian Personnel Compensation & Benefits	407.6	461.9	474.2
Travel and Transportation of Personnel	92.5	82.5	83.8
Materials and Supplies (For internal operations)	1,200.1	1,266.1	1,239.2
Equipment	7.2	6.3	6.4
Other Purchases from Revolving Funds	160.6	143.1	189.9
Transportation of Things	4,189.4	4,474.9	4,575.2
Depreciation - Capital	17.9	72.1	59.6
Printing and Reproduction	.2	.5	.5
Advisory and Assistance Services	28.0	54.9	62.8
Rent, Comm, Utilities and Misc Charges	41.5	55.3	55.1
Other Purchased Services	1,686.3	1,921.1	2,018.0
<b>Total Expenses</b>	<b>7,875.1</b>	<b>8,581.6</b>	<b>8,808.1</b>
<b>Operating Result</b>	<b>(300.4)</b>	<b>24.8</b>	<b>(186.2)</b>
Less Capital Surcharge Reservation	.0	.0	.0
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.0	.0	.0
Other Changes (NOR)	.0	.0	.0
<b>Net Operating Result</b>	<b>(300.4)</b>	<b>24.8</b>	<b>(186.2)</b>
Beginning AOR	634.9	347.4	372.2
Prior Year Adjustments	.0	.0	.0
Other Changes Affecting AOR	.0	.0	.0
<b>Accumulated Operating Result</b>	<b>334.5</b>	<b>372.2</b>	<b>186.0</b>
Non-Recoverable Adjustment Impacting AOR	12.9	.0	.0
<b>Accumulated Operating Result for Budget Purposes</b>	<b>347.4</b>	<b>372.2</b>	<b>186.0</b>



***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) 2021  
Budget Estimates  
February 2020

**CSAG**

Line Number	Item Description	FY2019		FY2020		FY2021	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	<b>EQUIPMENT</b>	61	160.465	37	128.630	79	150.405
	Maintenance Division	61	160.465	37	128.630	79	150.405
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>ADPE &amp; TELECOM</b>	9	10.864	1	8.166	1	0.780
	Maintenance Division	9	10.864	1	8.166	1	0.780
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>SOFTWARE DEVELOPMENT</b>	2	1.671	1	15.430	1	24.400
	Maintenance Division	1	0.482	1	15.430	0	14.500
	Supply Division	1	1.189	0	0.000	1	9.900
	<b>MINOR CONSTRUCTION</b>	2	0.859	4	2.886	8	11.231
	Maintenance Division	2	0.859	4	2.886	8	11.231
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>TOTAL</b>	<b>74</b>	<b>173.858</b>	<b>43</b>	<b>155.112</b>	<b>89</b>	<b>186.816</b>
	Capital Outlays (above threshold)		166.090		174.912		229.547
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		166.090		174.912		229.547
	Total Depreciation Expense		150.732		155.472		177.610

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2021  
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Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT WSS				Activity Identification HQ AFMC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	113,523.6	113,523.6	1	57,156.6	57,156.6	1	103,653.9	103,653.9
Total	1	113,523.6	113,523.6	1	57,156.6	57,156.6	1	103,653.9	103,653.9
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) 2021  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT TEST				Activity Identification HQ AFMC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	46,941.4	46,941.4	1	71,473.8	71,473.8	1	46,751.5	46,751.5
Total	1	46,941.4	46,941.4	1	71,473.8	71,473.8	1	46,751.5	46,751.5
Narrative Justification:									
Description									
<p>This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, Exchangeables, or Other Depot mission 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.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file.									
Impact									
<p>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.</p>									

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

Fiscal Year (FY) 2021  
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 February 2020

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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	10,863.7	10,863.7	1	8,165.8	8,165.8	1	780.2	780.2
Total	1	10,863.7	10,863.7	1	8,165.8	8,165.8	1	780.2	780.2
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)

Fiscal Year (FY) 2021  
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 February 2020

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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	482.0	482.0	1	15,430.0	15,430.0	0	14,500.0	14,500.0
Total	1	482.0	482.0	1	15,430.0	15,430.0	0	14,500.0	14,500.0
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									
Economic Analysis for MRO Financials completed and certified on 11 May 18.									
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.									

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

Fiscal Year (FY) 2021  
 Budget Estimates  
 February 2020

Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance		Line No. & Item Description MINOR CONSTRUCTION					Activity Identification HQ AFMC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	859.4	859.4	1	2,885.9	2,885.9	1	11,230.6	11,230.6
Total	1	859.4	859.4	1	2,885.9	2,885.9	1	11,230.6	11,230.6
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) 2021  
 Budget Estimates  
 February 2020

Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description ESCAPE				Activity Identification HQ AFMC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	1,188.5	1,188.5	0	0.0	0.0	0	0.0	0.0
Total	1	1,188.5	1,188.5	0	0.0	0.0	0	0.0	0.0
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>									

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

Fiscal Year (FY) 2021  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Supply Management			Line No. & Item Description WCF Financials (Supply Financials)				Activity Identification HQ AFMC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	1	9,900.0	9,900.0
Total	0	0.0	0.0	0	0.0	0.0	1	9,900.0	9,900.0
Narrative Justification:									
Description									
Economic Analysis									
Impact									

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG - Maintenance Division**

<b>Major Category</b>	<b>Initial Request</b>	<b>Current Proj Cost</b>	<b>Approved Change</b>	<b>Explanation</b>
<b>Non-ADPE</b>	154.411	160.465	6.054	
<b>ADPE and Telcom</b>	11.799	10.864	-0.936	
<b>Software Development</b>	0.000	0.482	0.482	
<b>Minor Construction</b>	1.319	0.859	-0.459	
<b>Total FY2019</b>	167.529	172.670	5.141	
<b>Non-ADPE</b>	128.630	128.630	0.000	
<b>ADPE and Telcom</b>	8.166	8.166	0.000	
<b>Software Development</b>	15.430	15.430	0.000	
<b>Minor Construction</b>	2.886	2.886	0.000	
<b>Total FY2020</b>	155.112	155.112	0.000	
<b>Non-ADPE</b>	150.405	150.405	0.000	
<b>ADPE and Telcom</b>	0.780	0.780	0.000	
<b>Software Development</b>	14.500	14.500	0.000	
<b>Minor Construction</b>	11.231	11.231	0.000	
<b>Total FY2021</b>	176.916	176.916	0.000	

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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**CSAG - Supply Division**

<b>Major Category</b>	<b>Initial Request</b>	<b>Current Proj Cost</b>	<b>Approved Change</b>	<b>Explanation</b>
<b>Non-ADPE</b>	0.000	0.000	0.000	
<b>ADPE and Telcom</b>	0.000	0.000	0.000	
<b>Software Development</b>	1.189	1.189	0.000	
<b>Minor Construction</b>	0.000	0.000	0.000	
<b>Total FY2019</b>	1.189	1.189	0.000	
<b>Non-ADPE</b>	0.000	0.000	0.000	
<b>ADPE and Telcom</b>	0.000	0.000	0.000	
<b>Software Development</b>	0.000	0.000	0.000	
<b>Minor Construction</b>	0.000	0.000	0.000	
<b>Total FY2020</b>	0.000	0.000	0.000	
<b>Non-ADPE</b>	0.000	0.000	0.000	
<b>ADPE and Telcom</b>	0.000	0.000	0.000	
<b>Software Development</b>	0.000	9.900	9.900	
<b>Minor Construction</b>	0.000	0.000	0.000	
<b>Total FY2021</b>	0.000	9.900	9.900	

Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
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United States Transportation Command

Line Number	Item Description	FY2019		FY2020		FY2021	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.5		0.5		0.5
	Equipment-SDDC		1.8		0.4		0.5
	Subtotal		2.3		0.9		1.0
B.	ADPE/Telecomm						
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.0		0.0		1.0
	Local Area Network (USTRANSCOM LAN)		6.1		5.9		5.9
	USTRANSCOM Distributive Enclave (USTC DE)		13.3		0.0		0.0
	Global Surface Distribution Management (GSDM)		0.7		0.0		0.0
	618 Air Operations Center (618AOC)		0.0		2.4		0.0
	Subtotal		20.0		8.4		6.8
C.	Software Development						
	Analysis of Mobility Platform (AMP)		3.0		3.1		3.2
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		2.0		1.4		3.5
	Defense Personal Property System (DPS)		16.0		11.7		12.0
	Joint Flow & Analysis Sys for Trans (JFAST)		4.8		0.0		0.0
	Local Area Network (USTRANSCOM LAN)		1.0		0.0		0.0
	Single Mobility System (SMS)		1.9		1.6		1.7
	Joint Mobility Control Group (JMCG-C4S)		3.5		0.0		0.0
	Consolidated Air Mobility Planning System (CAMPS)		3.1		5.2		9.4

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2021  
Budget Estimates  
February 2020

United States Transportation Command

Line Number	Item Description	FY2019		FY2020		FY2021	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Global Air Transportation Execution System (GATES)		2.8		0.0		0.0
	Mobility Air Forces Flight Planning Service		6.2		0.0		0.0
	Mobility Enterprise Information Services (MEIS)		3.7		4.8		3.9
	Dynamic Mission Replanning (DMR)		0.0		0.0		10.8
	Global Freight Management (GFM)		1.0		1.0		0.0
	Integrated Booking System (IBS)		4.7		4.8		4.8
	Transportation Financial Management System (TFMS)		3.4		0.0		0.0
	<b>Subtotal</b>		<b>57.0</b>		<b>33.6</b>		<b>49.3</b>
D.	Minor Construction						
	Minor Construction-AMC		3.4		3.8		3.8
	Minor Construction-SDDC		2.9		3.5		7.4
	<b>Subtotal</b>		<b>6.3</b>		<b>7.3</b>		<b>11.2</b>
	<b>GRAND TOTAL</b>		<b>85.6</b>		<b>50.2</b>		<b>68.3</b>
	Capital Outlays (above threshold)		134.5		98.0		89.4
	Capital Outlays (below threshold)		0.0		0.0		0.0
	<b>Total Capital Outlays</b>		<b>134.5</b>		<b>98.0</b>		<b>89.4</b>
	<b>Total Depreciation Expense</b>		<b>17.9</b>		<b>72.1</b>		<b>59.6</b>

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

Fiscal Year (FY) 2021  
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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	500.0	500.0	0	500.0	500.0	0	500.0	500.0
Total	0	500.0	500.0	0	500.0	500.0	0	500.0	500.0
<b>Narrative Justification:</b>									
<b>Description</b>									
Funds are used to support Base Procured Investment Equipment for flight line maintenance. No funds were executed in FY19; USTC pulled back funds of \$400K; \$100K not executed.									
<b>Mission Benefits</b>									
Funds allow for the procurement of one time purchases to replace/procure new equipment.									
<b>Deliverables</b>									
Will be based on requirements approved for replacement or procurement of new equipment.									
<b>Economic Analysis</b>									
Economic Analysis (EA) or Cost Analysis (CA) are completed for individual projects that qualify.									
<b>Impact</b>									
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.									
<b>Software</b>									
Not Applicable.									

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

Fiscal Year (FY) 2021  
 Budget Estimates  
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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	1,800.0	1,800.0	0	350.0	350.0	0	466.7	466.7
Total	0	1,800.0	1,800.0	0	350.0	350.0	0	466.7	466.7
<b>Narrative Justification:</b>									
<b>Description</b>									
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).									
<b>Mission Benefits</b>									
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.									
<b>Deliverables</b>									
FY20: Forklift 36K (\$300)									
<b>Economic Analysis</b>									
Economic Analysis (EA) are completed for individual projects that qualify.									
<b>Impact</b>									
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.									
<b>Software</b>									
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 Analysis of Mobility Platform (AMP)					Activity Identification Command Staff		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,042.0	3,042.0	0	3,115.0	3,115.0	0	3,177.0	3,177.0
<b>Total</b>	<b>0</b>	<b>3,042.0</b>	<b>3,042.0</b>	<b>0</b>	<b>3,115.0</b>	<b>3,115.0</b>	<b>0</b>	<b>3,177.0</b>	<b>3,177.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
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.									
<b>Mission Benefits</b>									
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. Increased fidelity of the programmatic analysis modeling capability providing highly reliable and detailed decision-support information to enable senior departmental leadership in making informed decisions for mobility and distribution capabilities in supporting the national military strategy.									
<b>Deliverables</b>									
FY20-Plan to achieve Increment V IOC for ETEM III; Begin development of Phase 1 Transition of ETEM V which improves user ability to conduct qualitative comparative analysis to better understand performance differences among multiple AMP runs. FY21-Investments support Design and Development (Enhancements and New Capabilities) for Increment V, System Network and Schedule Optimization (NO / SO), System Programmatic Analysis, System Operational Applications, and System Seaport & Airport Analysis - AMP Planning and Scheduling Algorithm Modernization (Phase I) which improves capability to produce transportation and distribution plans that accurately represent real-world mission attributes - GIS rail layout to create interactive map visualization of rail network to enhance port analysis - Continue development of Phase II of ETEM V which improves user ability to conduct qualitative comparative analysis to better understand performance differences among multiple AMP									
<b>Economic Analysis</b>									
TCJ8-PC-262-001-Addendum 1 Signed 5 Oct 2017. Economic Analysis will be updated with Addendum 2 to incorporate changes since last update. An addendum for Airlift 2.0 was completed dated April 2016.									
<b>Impact</b>									
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.									
<b>Software</b>									
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 Consolidated Air Mobility Planning System (CAMPS)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,077.0	3,077.0	0	5,176.0	5,176.0	0	9,445.0	9,445.0
Total	0	3,077.0	3,077.0	0	5,176.0	5,176.0	0	9,445.0	9,445.0
Narrative Justification:									
Description									
Consolidated Air Mobility Planning System (CAMPS) is Headquarters' Air Mobility Command's (HQ AMC) Command and Control (C2) planning and scheduling system that provides mobility mission planners with an integrated view for airlift and air refueling requirements management, planning, and scheduling of AMC/Mobility Air Forces (MAF) air mobility resources to support peacetime, contingency, humanitarian, and wartime operations. CAMPS provides separate unclassified and classified requirements, planning and scheduling capabilities, and also provides advanced user capabilities for operational planning and allocation management. CAMPS provides a joint capability to gather and manage mobility requirements for Special Assignment Airlift Missions( SAAM), intra-theatre and channel airlift requirements. The capability is used extensively in Central Command (CENTCOM) AOR at this time. CAMPS will continue to maintain the system and upgrade as required following the requirements approved under the MAF C2 Framework Capabilities Document (CDD).									
Mission Benefits									
CAMPS provides USTRANSCOM and AMC's mission planners and schedulers with the integrated, automated tools they require to manage and prioritize mobility requirements and to analyze, plan, and schedule mobility missions to meet airlift requirements. These tools will optimize the use of scarce Defense Transportation System (DTS) airlift assets by: reducing empty (or low) cargo weight missions, reducing the number of supplemental contract airlift required, providing timely and accurate contingency support through rapid and more efficient planning tools, roving asset tracking, and improving response to supported unified or combined command requirements. Additionally, this capability will be provided in a more secure, user-friendly, and integrated environment.									
Deliverables									
FY19-Agile acquisition approach to ongoing development for Increment 1 IOC consisting of Airlift Requirement, Airlift Planning, Barrelmaster, Iterative Planning, Enterprise Service Integration, Mission Scheduling Service, and presentation (display). FY20 and FY21-Continue development of applications referenced in FY19 to reach Initial Operating Capability (IOC) satisfy automated planning/re-planning requirements. Development is projected to complete IOC requirements in FY22.									
Economic Analysis									
The CAMPS Economic analysis, dated 27 October 2017, recommended to implement Alternative 2 CAMPS Modernization (NPV \$245,915,541) over Alternative 1 Status Quo Maintain CAMPS (NPV \$252,237,403) and Alternative 3, Government Off-the-Shelf (GOTS) Solution (JALIS) (NPV \$267,175,417). This solution offers significant non-monetary benefits, as well as a strong Return on Investment (ROI) of 1.2, presented in Present Value dollars (PV\$). In addition, Alternative 2 meets all the identified requirements, has the lowest investment costs for a system that meets the requirements, and has the lowest cost to benefit ratio. The Status Quo alternative provides only minimal services and flexibility and no ROI. Alternative 3, provided									
Impact									
Without CAMPS, United States Transportation Command (USTRANSCOM) and joint worldwide customers would be unable to input or submit airlift and air refueling requirements, and would lose visibility of those scheduled missions. HQ AMC would experience a major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements. In addition, planners would be unable to integrate automated decision support tools into the dynamic planning and scheduling process. HQ AMC would be unable to improve and standardize integration and information flow to other C2 systems. This would increase the potential for loss of critical C2 data and the inefficient or ineffective use of scarce DTS mobility resources, and even more supplemental contract expenditures. Also, CAMPS would be unable to achieve USTRANSCOM's architecture goals and hardware maintenance costs would increase due to continued use of outdated hardware and software platforms.									
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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	0.0	0.0	0	978.0	978.0
C. Software Development	0	2,040.0	2,040.0	0	1,422.0	1,422.0	0	3,491.0	3,491.0
Total	0	2,040.0	2,040.0	0	1,422.0	1,422.0	0	4,469.0	4,469.0
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									
FY21 Deliverables: '- Continued Engineering Support to USTRANSCOM IT projects - Continued engineering support for USTRANSCOM Cloud environment and evolve enterprise IT and DevOps service offerings - Complete recertification of three Enterprise ULAs with Oracle and other enterprise software - Begin transition to commercial cloud service provider costs to specific programs of record vs paying at the enterprise level to be able to represent true cost of ownership at the program level									
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									
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) 2021  
 Budget Estimates  
 February 2020

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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	15,991.0	15,991.0	0	11,749.0	11,749.0	0	11,984.0	11,984.0
Total	0	15,991.0	15,991.0	0	11,749.0	11,749.0	0	11,984.0	11,984.0
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>DPS provides 24-hour access connecting service members and civilians to their TSP and transportation office as they are moving their house hold goods in accordance with their permanent change of station orders. Annually, DPS processed approximately 400,000 personal property shipments for DOD and USCG service member and civilian employees. DPS implements the objectives/benefits of the Defense Personal Property Program (DP3) by automating the process receiving orders, awarding the shipments, tracking completion, processing invoices and supporting claims adjudication. Because DPS has been in production over 10 years, these processes could no longer be completed manually at the volume necessary to support required military movements.</p> <p>The current DDS system (Increment 3) is built on an aging and inflexible architecture. In partnership with Defense Digital Services (DDS), USTRANSCOM is prototyping DPS Increment 4 to modernize the House Hold Goods capabilities using modern agile techniques in a commercial cloud. In February 2018, the momentum of the prototype combined with the difficulty in overcoming the existing technical debt of the legacy DPS codebase led the USTRANSCOM Commander to limit Increment III development activities to improvements in Security, Stability, and Compliance and reinvest freed resources in DPS Increment 4 prototype effort. This modernization effort is critical to transitioning capability to the optimal environment to prevent largescale disruption in shipping of members' house hold goods.</p>									
<b>Mission Benefits</b>									
DPS supports about 400,000 shipments of house hold goods each year worldwide. Sustainment of the automated features for this mission must be responsibly managed. Multi year development time and disciplined transition to the modern environment is essential to ensure uninterrupted support of permanent change of station moves in all DoD components, to include USCG.									
<b>Deliverables</b>									
<p>FY19-Implement enhanced cyber security measures; MyMove prototype to develop the ability use Login.gov to authenticate users to increase security access Change Requests; continue to develop MyMove to demonstrate the ability to process a larger number of CONUS household goods.</p> <p>FY20 and FY21-Continue to define, develop, test, and deploy capabilities using agile software methodology for the MilMove prototype; demonstrate the ability of the prototype to effectively and efficiently support a significant number of CONUS household goods moves starting in FY20.</p>									
<b>Economic Analysis</b>									
The DPS Economic Analysis, certified July 2018, recommended the continued development of a personal property prototype (Alternative 2). This alternative is less expensive than the Status Quo of continuing to maintain and develop the current legacy DPS Increment 3 system because Increment 4 provides significantly more qualitative benefits in customer support, scalability, security, compliance, and productivity improvements leading to the most favorable cost to benefit ratio.									
<b>Impact</b>									
Without this capital funding, the DPS program management office will not be able to continue developing and adding capability to DPS Increment 4 and will delay associated user and security improvements. Subsuming of DPS Increment 3 and associated sunset will be delayed and increase overall costs and increase risks of system failure and disruption of permanent change of station support.									
<b>Software</b>									
-No Capital licensing fees									

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

Fiscal Year (FY) 2021  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description USTRANSCOM Distributive Enclave (USTC DE)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	13,276.0	13,276.0	0	0.0	0.0	0	0.0	0.0
Total	0	13,276.0	13,276.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
The USTC DE provides the Infrastructure as a Service (IaaS) environment for Command & Control (C2) operations for the Mobility Air Force (MAF) and Defense Transportation Systems (DTS). HW funds will be used to support CAMPS Modernization. The infrastructure within the Distributed Enclave will provide capacity management and infrastructure services. The operational requirement is to deliver robust capabilities to MAF C2 forces using a net-centric environment, allowing access and information sharing throughout the SIPRNet and NIPRNet domains through the Cross Domain interfacing with the Mobility Enterprise Information Services (MEIS).									
Mission Benefits									
The USTC DE provides the Infrastructure as a Service (IaaS) environment for command & control (C2) operations for the Mobility Air Force (MAF) and Defense Transportation Systems (DTS). As the principal C2 enclave, the operational imperative is to deliver robust capabilities to MAF C2 forces using a net-centric environment, allowing access and information sharing throughout the SIPRNet and NIPRNet domains. The majority of the systems that reside within the DE are Risk Management Framework (RMF) systems and are National Security Systems.									
Deliverables									
FY18 thru FY20 - Supports hardware refresh and maintenance for CAMPS, GDSS, ACFP, MEIS, and Agile Applications capabilities. Provides Mobility Air Forces (MAF) Command and Control (C2) information for the Defense Transportation System (DTS) to combatant commanders throughout the full spectrum of military operations. As the MAF's principal C2 system, the operational imperative is to deliver robust capabilities to command and control MAF forces using a net-centric environment, allowing access and information sharing across classified and unclassified domains; Transition CAMPS Enclave hardware warranties.									
Economic Analysis									
An EA was completed by PEO-T/PC									
Impact									
Without the HW, the Enclave will be unable to support applications fielding.									
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) 2021  
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Fund 9B  
 (Dollars in Thousands)

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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	0.0	0.0	0	10,823.0	10,823.0
Total	0	0.0	0.0	0	0.0	0.0	0	10,823.0	10,823.0
Narrative Justification:									
Description									
<p>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 time 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.</p>									
Mission Benefits									
<p>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. - DoD</p> <p>Strategic Objective is 007SO18269 (Enhance information technology and cybersecurity capabilities).</p>									
Deliverables									
Development:									
<ul style="list-style-type: none"> <li>- Development in FY21 will support Mission Scheduling Service (MSS) Development Effort</li> <li>- Phase 2 Multi-Aircraft Timeline</li> </ul>									
Economic Analysis									
<p>DMR Economic Analysis dated 23 February 2018 recommends Alternative 2, Implement DMR (NPV \$197,474K) over Alternative 1, Status Quo (NPV \$108,692K) and Alternative 3, Taleris (NPV \$205,499K). This solution provides significant benefits: Improved use of crew and organic resources, improved In-Transit Visibility, reduced mission conflicts and reduced delay for passengers/cargo. Alternative 2, Implement DMR will significantly reduce mission replanning time from an average of 2 hours to minutes. Alternative 2 provides the most favorable cost position (which indicates that it provides more benefit for each dollar spent, despite being more expensive than Status Quo), \$1,575K per benefit for Alternative 1 Status Quo and \$3,162K per benefit for Alternative 3 Taleris compared to \$1,128K for Alternative 2 Implement DMR.</p>									
Impact									
<p>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.</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)

Fiscal Year (FY) 2021  
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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,787.0	2,787.0	0	0.0	0.0	0	0.0	0.0
Total	0	2,787.0	2,787.0	0	0.0	0.0	0	0.0	0.0
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. 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. Current modernization efforts are driven by Joint Task Force-Global Network Operation (JTF-GNO) compliance, DOD CIO & USTRANSCOM CIO mandates, port management business process re-engineering, and other LEAN initiatives.									
Deliverables									
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. FY20 - Technical Refresh.									
Economic Analysis									
Original Economic Analysis conducted in January 2009; revised Economic Analysis completed on 1 Oct 17.									
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  
 Air Force Working Capital Fund  
 Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2021  
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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,006.0	1,006.0	0	1,005.0	1,005.0	0	0.0	0.0
Total	0	1,006.0	1,006.0	0	1,005.0	1,005.0	0	0.0	0.0
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 Cargo Movement Operations System (CMOS), Distribution Standard System (DSS), Vendor Shipment Module (VSM) and Financial Air Clearance Transportation System (FACTS) via the Rating and Ranking Web Service. GFM also provides a Spot Bid system for procurement of freight transportation services for Overweight or Overdimensional shipments as well as other unique or one-time-only shipments. GFM also supports an automated interface for existing DOD contracts with Small Package (shipments of less than 300 pounds) domestic and international express carriers; heavyweight air shipments via Global Heavyweight Services contract, and contract freight via the Defense Freight Transportation Service contract. These services are also extended to CMOS, FACTS, VSM and DSS via web services. 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 carriers 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 and agencies 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>- Transform IBS into a agile suite of business services, replacing the legacy system applications with a process-model driven application which will significantly reduce time to deliver system change requests and expedite solutions to meet user requirements.                  - Implement new rates in support of the Universal Service Contract 9 (USC9) and Guantanamo Bay Cuba Contracts</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 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 Surface Deployment and Distribution Command			Line No. & Item Description Global Surface Distribution Management (GSDM)				Activity Identification SDDC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	650.0	650.0	0	0.0	0.0	0	0.0	0.0
Total	0	650.0	650.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
Hand Held Terminal (HHT) capability provides Out Port personnel the capability to automatically scan bar code and Transportation Management Control Document (TCMD) information from items in transit, upload that information to transportation information systems, and thereby efficiently manage the movement and in-transit visibility (ITV) for those items.									
Mission Benefits									
The current HHT devices in use by port personnel lack state-of-the-art Information Assurance capabilities and will no longer be allowed to connect to NETCOM-owned networks beginning in FY19. A new HHT capability is therefore required that enables port personnel to continue to automatically scan and upload in-transit item and equipment information.									
Deliverables									
FY19-FY20 - Provide IT Support for HQ and Out Ports (network management, information assurance, help desk support, flag support); provide maintenance support for deployable communications capability (equipment and bandwidth); refresh end-of-life IT infrastructure equipment including computers, laptops, monitors, printers, routers, switches, servers, and IT peripherals; renew software and hardware maintenance support contracts that support HQ and Out Ports; provide technical support and maintenance support for HQ and Out Port Video teleconference capabilities. Develop and field a new Hand Held Terminal (HHT) capability for Out Ports									
Economic Analysis									
N/A									
Impact									
Without a new HHT capability, port personnel will be required to manually re-key information into transportation systems, thereby introducing duplication of effort (inefficiency) and data quality issues due to typographic errors or missing data fields. In turn, data quality issues potentially lead to lost ITV for critical in-transit items and equipment.									
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) 2021  
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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		
	FY2019			FY2020			FY2021		
Element of Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,660.0	4,660.0	0	4,753.0	4,753.0	0	4,848.0	4,848.0
Total	0	4,660.0	4,660.0	0	4,753.0	4,753.0	0	4,848.0	4,848.0
<b>Narrative Justification:</b>									
<b>Description</b>									
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 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); Reference Data (RD) Fleet Management (FM) 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.									
<b>Mission Benefits</b>									
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 until 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.									
<b>Deliverables</b>									
<ul style="list-style-type: none"> <li>- Transform IBS into a agile suite of business services, replacing the legacy system applications with a process-model driven application which will significantly reduce time to deliver system change requests and expedite solutions to meet user requirements</li> <li style="text-align: right;">- Implement new rates in support of the Universal Service Contract 9 (USC9) and Guantanamo Bay Cuba Contracts</li> </ul>									
<b>Economic Analysis</b>									
Certified 15 Jun 10.									
<b>Impact</b>									
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.									
<b>Software</b>									
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 Joint Flow & Analysis Sys for Trans (JFAST)				Activity Identification Command Staff		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,798.0	4,798.0	0	0.0	0.0	0	0.0	0.0
Total	0	4,798.0	4,798.0	0	0.0	0.0	0	0.0	0.0
<b>Narrative Justification:</b>									
<b>Description</b>									
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).									
<b>Mission Benefits</b>									
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.									
<b>Deliverables</b>									
<ul style="list-style-type: none"> <li>- Provide stand-alone version of Modernized JFAST for use on TS plans in TS environment</li> <li>- Finish transition to SIPR cloud host</li> <li>- Provide a separate virtualized training vs test environment</li> <li>- Provide enhancements to modernized JFAST to include changes to reports, modernized scheduler, and sustainment generator for the multi-nodal/multi-modal modeling algorithms</li> <li>- Update and upgrade the virtual server environment so that the supporting technology stack (e.g., OS, DB, Web Server, etc.) on production, pre-production/test/training environments are all current</li> </ul>									
<b>Economic Analysis</b>									
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.									
<b>Impact</b>									
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.									
<b>Software</b>									
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 Joint Mobility Control Group (JMCG-C4S)				Activity Identification Command Staff		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,450.0	3,450.0	0	0.0	0.0	0	0.0	0.0
Total	0	3,450.0	3,450.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
JMCG consists of the Transportation Visualizer (TransViz) which is an analysis tool that provides graphic visualization of Joint Operation Planning and Execution System (JOPES) data in support of distribution strategic planning, crisis action planning, as well as theater-level planning. The interface between JOPES and TransViz is being updated in preparation for future JOPES modernization. The Capital funds are being used exclusively to transition from JDNETS to an enterprise web service, Joint Planning Execution System (JPES) Frame Work (JFW).									
Mission Benefits									
It facilitates manipulation of unit line numbers (ULNs) to define and redefine sequencing to ensure both transportation feasibility and port life-support capability; collaboration among Combatant Commanders (CCMD's), their component commands, supporting commanders, United States Transportation Command (USTRANSCOM), and its components to quickly agree on proposed changes in support of making movement decisions. It provides an action officer the ability to identify trends, problems and opportunities to improve movement options for requirements.									
Deliverables									
The FY19 - modernized the interface between JOPES and TransViz.									
Economic Analysis									
Certified on 12 Jul 12, provided program results rather than a comparison of alternatives. As reported in the EA, TransViz is expected to provide Life Cycle Cost (LCC) Benefits of \$99.649M (PV\$), a Benefit-Cost Ratio of 2.97 (PV\$), and a Return on Investment (ROI) of 3.95 (PV\$).									
Impact									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to ensure both transportation feasibility and port life-support capability for the supported CCMD's.									
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 Local Area Network (USTRANSCOM LAN)				Activity Identification Command Staff		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	6,109.0	6,109.0	0	5,917.0	5,917.0	0	5,861.0	5,861.0
C. Software Development	0	1,000.0	1,000.0	0	0.0	0.0	0	0.0	0.0
<b>Total</b>	<b>0</b>	<b>7,109.0</b>	<b>7,109.0</b>	<b>0</b>	<b>5,917.0</b>	<b>5,917.0</b>	<b>0</b>	<b>5,861.0</b>	<b>5,861.0</b>
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 Teleconferencing (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>Tanium, CA Clarity                  - DoD Enterprise Email Service                  - COOP Sustainment                  - ITSM Sustainment costs for Service Operations, AV/VTC Support, Project Portfolio Management, Tool Management, Web Development and Support, IT Project Management, Certification &amp; Accreditation Support, Conference Room Support, and Command-wide FACCSM support                  - EOL replacement of the following items:                  - Switches for infrastructure - 62 SIPRNET</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) 2021  
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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	6,193.0	6,193.0	0	0.0	0.0	0	0.0	0.0
Total	0	6,193.0	6,193.0	0	0.0	0.0	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>FY18-Conclude development of Release 1.                  FY19-Testing for MAFPS Release 2. Release 2 will provide additional operational capability to include automated standard departure, auto weather avoids, automatic destination alternate recommendations, economic fuel cost, preferred routings, flight plan validation (Eurocontrol).</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>									

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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	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,655.0	3,655.0	0	4,802.0	4,802.0	0	3,902.0	3,902.0
Total	0	3,655.0	3,655.0	0	4,802.0	4,802.0	0	3,902.0	3,902.0
Narrative Justification:									
Description									
Mobility Enterprise Information Service (MEIS) is the collection of information/application services that supports information sharing under USTRANSCOM as outlined in JP 3-17.									
Mission Benefits									
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).									
Deliverables									
- MEIS 4 will be in operations and support phase (sustainment).									
- MEIS will continue to deliver a robust SOA-compliant data store, refactored services to enhance cloud migration, support for mobile device applications, enhanced mission partner services, and integration of additional core components driven by functional requirements.									
Economic Analysis									
The MEIS Economic Analysis, certified on 29 July 2016, recommended the continuation of Alternative 2 MEIS 4.x (Commercial Off-the-Shelf (COTS) w/Government Off-the-Shelf (GOTS) Integration) (NPV \$310,999) over Alternative 1 Status Quo (MEIS 3.x) (NPV \$175,558), Alternative 3 Global Exchange Services (GEX) (NPV \$391,127), and Alternative 4 Global Combat Support system - Joint (GCSS-J) (NPV \$382,354). Alternative 2 has the lowest investment costs for a system that meets the requirements, has the second lowest cost to benefit ratio (\$876), and has the highest weighted benefit score (355). MEIS 4.x will achieve FOC in FY19 compared to FY22 for Alternative 3 and 4. MEIS 4.x will also provide approximately 45 common, shared information and utility services to other AMC systems and applications to reduce duplication of services.									
Impact									
If not funded, development would stop, resulting in same for 29 Mission partners that will utilize MEIS 4 services.									
Software									
No license fees are associated with this investment.									

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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Single Mobility System (SMS)				Activity Identification Command Staff		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,904.0	1,904.0	0	1,609.0	1,609.0	0	1,666.0	1,666.0
Total	0	1,904.0	1,904.0	0	1,609.0	1,609.0	0	1,666.0	1,666.0
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									
<ul style="list-style-type: none"> <li>- Incorporate remaining user experience (UX) gaps in exisition GTP TIPS application to SMS TIPS</li> <li>- Integrate Geospatial Data Services.</li> <li>- Provide Event Manager Services to Force Projection Tracker for Mission Assurance Surface (Land) Data Services.</li> <li>- Convert remaining SMS applications to Sencha</li> <li>- Sustainment of SMS</li> </ul>									



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<b>Economic Analysis</b>
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.
<b>Impact</b>
Without CAMPS, United States Transportation Command (USTRANSCOM) and joint worldwide customers would be unable to input or submit airlift and air refueling requirements, and would lose visibility of those scheduled missions. HQ AMC would experience a major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements.
<b>Software</b>
No license fees are associated with this investment.

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Transportation Financial Management System (TFMS)				Activity Identification SDDC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,417.0	3,417.0	0	0.0	0.0	0	0.0	0.0
Total	0	3,417.0	3,417.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The Transportation Financial Management System (TFMS) is the financial management system solution in use by SDDC. TFMS is built on a Commercial-of-the-Self product, Oracle Enterprise Business Suite. All major lines of business utilize TFMS to conduct their business including the Ocean Liner, Port Operations, Traffic Management and Global POV Storage/DP3 contract. Increment II of TFMS modernization will acquire a reporting/data warehousing solution to replace Oracle Discoverer, develop interfaces with emerging and existing systems such as the Automated Disbursing System, G-Invoicing, and an Integrated Multi-Modal Transportation Management System; and upgrade the Oracle Enterprise Business Suite (EBS) software to a newer release. At a high level, this effort will involve acquiring and implementing a series of enhancements to TFMS in the form of a new or revised Oracle EBS reports, interfaces, configurations, extensions, or workflows (RICE-W).</p>									
Mission Benefits									
<p>The information is used for accounting, purchasing, ordering, receipting, invoice payment and financial management/reporting functions. The TFMS system interfaces with other systems such as payroll, travel, disbursing, and SDDC non-core accounting support systems. Interfaces also exist with information management and decision support systems at USTRANSCOM. TFMS improves cash management, controls over assets, and reduces time lag in obtaining financial information. TFMS allows SDDC and DFAS to track on a daily basis cash management and answer vendor payment issues and customer billing questions. TFMS modernization will extend the software's lifecycle, enhance reporting capabilities, and employ system interfaces that will improve auditability.</p>									
Deliverables									
<ul style="list-style-type: none"> <li>- Provide functional and technical sustainment which includes Financial Business application, TFMS Tier II/III Helpdesk support</li> <li>- Provide TFMS FIAR Compliance and modernization sustainment support</li> <li>- Continue implementation of enterprise reporting tool and data warehouse software</li> <li>- Continue re-development of all existing enterprise financial reports, create new financial reports with FIAR compliance</li> <li>- Start TFMS "Cloud Native" effort.</li> </ul>									
Economic Analysis									
N/A									
Impact									
<p>If not funded, SDDC will lose software support for Oracle Discoverer and the EBS from the software vendor and will be non-compliant with Office of the Secretary of Defense (OSD) Comptroller's Department of Defense (DoD) Financial Management Strategy.</p>									
Software									
No license fees are associated with this investment.									

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 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description 618 Air Operations Center (618AOC)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	2,439.0	2,439.0	0	0.0	0.0
Total	0	0.0	0.0	0	2,439.0	2,439.0	0	0.0	0.0
Narrative Justification:									
Description									
618th Air Operations Center plans, directs, manages and controls the execution of all airlift and air refueling resources assigned to Air Mobility Command, the air component to United States Transportation Command. 618 AOC Data & Web Services System provides the tools and technology to develop programs in response to the informational needs of those responsible for the planning and execution of global air mobility operations. The technical support services provided by the 618 AOC Data & Web Services System increase economy and efficiency, implement changed functional requirements, and fill in the gaps caused by deficiencies in existing capabilities. The 618 AOC Cyber Boundary supports mission assurance and operations by enhancing the 618 AOC network resiliency through layered protection and self-management, to mitigate the effects of base network/AFNET outages and locally control disturbances to the AOC network from outside sources.									
Mission Benefits									
There are numerous benefits that will be provided by the AOC Boundary to increase operational control for 618 AOC/CC. First, the boundary will provide strengthened cybersecurity through increased vulnerability management and enhanced network monitoring. Additionally, it will fortify the resiliency of the network by providing redundant paths for network service. By halting AFNET pushes that can cause system outages, it will also provide much needed self-management capabilities. Finally, since the AOC will no longer compete for bandwidth amongst all Scott AFB users, it will provide prioritized network throughput to streamline operations.									
Deliverables									
FY20: Boundary equipment will include network firewalls, routers, switches, web security appliances, voice systems, servers, and logging systems. These equipment will enhance network resiliency through layered protection/self-management and provide C2 mission assurance for all missions planned and executed.									
Economic Analysis									
N/A									
Impact									
618 AOC would remain on the Scott AFB domain, with no control of network traffic. Defense Threat Reduction Agency (DTRA) and 38th Cyberspace Engineering Installation Group recommended separate cyber boundary for 618 AOC to reduce vulnerabilities and improve mission assurance. All other geographic/global AOCs have separate, contracted cyber boundary. Continued reliance on existing networks have jeopardized, and will continue to jeopardize, the execution of missions essential for the projection of national power.									
Software									
N/A									

Activity Group Capital Investment Justification  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Minor Construction-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	3,372.0	3,372.0	0	3,800.0	3,800.0	0	3,800.0	3,800.0
Total	0	3,372.0	3,372.0	0	3,800.0	3,800.0	0	3,800.0	3,800.0
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 or Cost Analysis (CA) to be accomplished by project depended on cost of 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.									

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2019			FY2020			FY2021		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	2,900.0	2,900.0	0	3,540.0	3,540.0	0	7,400.0	7,400.0
Total	0	2,900.0	2,900.0	0	3,540.0	3,540.0	0	7,400.0	7,400.0
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									
1. Solar Array: Second Phase to complete project. Provides back up electrical supply to Mission Critical facilities to maintain Mission during power outages. 2. Relocate									
Deliverables									
FY20: 1-Upgrade Solar Array (MOTSU) (\$990); 2-Relocate Contractors Row (\$750) (MOTSU); 3-Convert Bldg 18 to Equipment Preposition (MOTSU) (\$500); 4-SEAD Mission Operations Building (832nd) (\$1300)									
FY21: Install Second Connection to Brunswick Co Water (MOTSU)(\$800); Upgrade to 500 Pads (503 and 504) (MOTSU) (\$750); Construct Equipment Shelter (North Wharf Hardstand) (MOTSU) (\$750); Rail Crossover near ACP-3 (MOTCO) (\$2000); Expand Class Yard1 (MOTCO) (\$2000); Construct Rail Inspection Station (MOTCO) (\$1000)									
Economic Analysis									
N/A									
Impact									
Projects ensure continuous operations and support for the terminals' important warfighting mission									
Software									
N/A									

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Fund 9C  
 (Dollars in Millions)

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
19	A. Equipment	2.8	(1.0)	1.8	2.3	(0.5)	
19	Equipment-AMC	0.5	(0.5)	0.0	0.5	(0.5)	USTC reprogrammed \$400K for higher priority; funds of \$100K not executed.
19	Equipment-SDDC	1.8	0.0	1.8	1.8	0.0	
19	B. ADPE/Telecomm	34.2	1.8	36.0	20.0	16.0	
19	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	3.1	(3.1)	0.0	0.0	0.0	
19	Local Area Network (USTRANSCOM LAN)	4.9	1.2	6.1	6.1	0.0	
19	Equipment-AMC	8.0	(4.8)	3.2	0.0	3.2	MAM approved additional funds for Hardware requirements for Enclave. Program Hardware requirements were pulled from FY19.
19	Minor Construction-AMC	8.0	4.8	12.8	0.0	12.8	MAM approved additional funds for Hardware requirements for Enclave. Program Hardware requirements were pulled from FY19.
19	Objective Wing Command Post (OWCP)	1.0	(1.0)	0.0	0.0	0.0	
19	USTRANSCOM Distributive Enclave (USTC DE)	7.1	6.2	13.3	13.3	0.0	Reprogram from multiple programs to increase HW Storage
19	Global Surface Distribution Management (GSDM)	0.7	0.0	0.7	0.7	0.0	
19	USTRANSCOM Centralized Enclave (USTC CE)	1.5	(1.5)	0.0	0.0	0.0	
19	C. Software Development	130.6	(22.8)	107.8	57.0	50.7	
19	Agile Trans for the 21st Century (AT21)	0.0	0.0	0.0	0.0	0.0	
19	Analysis of Mobility Platform (AMP)	3.1	0.0	3.1	3.0	0.1	
19	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	3.3	(0.7)	2.5	2.0	0.5	

Fund 9C United States Transportation Command

Fund 9C  
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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
19	Information Assurance (IA)/Information Protection (IP) Operations	6.1	(1.2)	4.9	0.0	4.9	
19	Defense Personal Property System (DPS)	16.3	(0.3)	16.0	16.0	0.0	
19	Joint Flow & Analysis Sys for Trans (JFAST)	2.3	2.5	4.8	4.8	0.0	
19	Local Area Network (USTRANSCOM LAN)	0.0	1.0	1.0	1.0	0.0	
19	Single Mobility System (SMS)	1.5	0.4	1.9	1.9	0.0	
19	Security Engineering	6.2	0.0	6.2	0.0	6.2	
19	Joint Mobility Control Group (JMCG-C4S)	0.0	3.5	3.5	3.5	0.0	Reprogram from multiple programs to recode from Thick to Thin Client
19	Integrated Multi-Modal Operations (IMMO)	9.3	(3.3)	6.1	0.0	6.1	
19	Consolidated Air Mobility Planning System (CAMPS)	8.5	(5.5)	3.1	3.1	0.0	
19	Equipment-AMC	24.4	(8.8)	15.6	0.0	15.6	Funds of \$6.8M were issued; funds of \$3.7M were returned & \$170K not executed. Funds were returned back to the MAM for higher priority items.
19	Global Air Transportation Execution System (GATES)	2.8	0.0	2.8	2.8	0.1	
19	Minor Construction-AMC	24.4	(8.8)	15.6	0.0	15.6	Funds of \$6.8M were issued; funds of \$3.7M were returned & \$170K not executed. Funds were returned back to the MAM for higher priority items.
19	Mobility Air Forces Flight Planning Service	7.6	(1.4)	6.2	6.2	0.0	
19	Mobility Enterprise Information Services (MEIS)	5.4	0.0	5.4	3.7	1.7	
19	Global Freight Management (GFM)	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
19	Integrated Booking System (IBS)	4.7	(0.1)	4.7	4.7	0.0	
19	Transportation Financial Management System (TFMS)	3.5	0.0	3.5	3.4	0.1	
19	D. Minor Construction	10.5	(1.0)	9.5	6.3	3.2	
19	Minor Construction-AMC	3.8	(0.5)	3.3	3.4	(0.1)	MC used \$428K to cover PY MC costs and small amount not executed.
19	Minor Construction-SDDC	2.9	0.0	2.9	2.9	0.0	
19	TOTAL FY	178.1	(23.0)	155.1	85.6	69.5	



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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
20	A. Equipment	1.3	0.0	1.3	0.9	0.5	
20	Equipment-AMC	0.5	0.0	0.5	0.5	0.0	
20	Equipment-SDDC	0.3	0.0	0.3	0.4	(0.1)	
20	B. ADPE/Telecomm	50.8	0.0	50.8	8.4	42.4	
20	Local Area Network (USTRANSCOM LAN)	5.9	0.0	5.9	5.9	0.0	
20	Equipment-AMC	21.2	18.8	40.0	0.0	40.0	AOC Boundary approved in Hardware funds for FY20. No Enclave HW funds approved by MAM in FY20. No GATES HW approved by MAM in FY20.
20	Minor Construction-AMC	21.2	(18.8)	2.4	0.0	2.4	AOC Boundary approved in Hardware funds for FY20. No Enclave HW funds approved by MAM in FY20. No GATES HW approved by MAM in FY20.
20	618 Air Operations Center (618AOC)	2.4	0.0	2.4	2.4	0.0	
20	C. Software Development	53.4	0.0	53.4	33.6	19.8	
20	Analysis of Mobility Platform (AMP)	3.1	0.0	3.1	3.1	0.0	
20	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.4	0.0	1.4	1.4	0.0	
20	Defense Personal Property System (DPS)	11.7	0.0	11.7	11.7	0.0	
20	Single Mobility System (SMS)	1.6	0.0	1.6	1.6	0.0	
20	Consolidated Air Mobility Planning System (CAMPS)	5.2	0.0	5.2	5.2	(0.0)	
20	Equipment-AMC	10.4	0.4	10.8	0.0	10.8	Slight increase approved by the MAM. READ program transferred to Sub-MAM JOP&E.
20	Minor Construction-AMC	10.4	(0.4)	10.0	0.0	10.0	Slight increase approved by the MAM. READ program transferred to Sub-MAM JOP&E.
20	Mobility Enterprise Information Services (MEIS)	4.8	0.0	4.8	4.8	0.0	
20	Global Freight Management (GFM)	0.0	0.0	0.0	1.0	(1.0)	

Fund 9C United States Transportation Command

Fund 9C  
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Budget Estimates  
February 2020

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
20	Integrated Booking System (IBS)	4.8	0.0	4.8	4.8	0.0	
20	D. Minor Construction	11.1	0.0	11.1	7.3	3.8	
20	Minor Construction-AMC	3.8	0.0	3.8	3.8	0.0	
20	Minor Construction-SDDC	3.5	0.0	3.5	3.5	0.0	
20	TOTAL FY	116.6	0.0	116.6	50.2	66.4	