

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



U.S. AIR FORCE

***Fiscal Year (FY) 2022
Budget Estimates
May 2021***

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**AIR FORCE WORKING CAPITAL FUND
FISCAL YEAR (FY) 2022
BUDGET ESTIMATES
TABLE OF CONTENTS**

AFWCF SUMMARY.....	1
OPERATING BUDGET.....	13
CONSOLIDATED SUSTAINMENT ACTIVITY GROUP.....	15
SUPPLY MANAGEMENT ACTIVITY GROUP - RETAIL.....	41
TRANSPORTATION WORKING CAPITAL FUND	61
CAPITAL BUDGET.....	77

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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) 2022 President's Budget (PB)**

Increasing lethality and improving readiness to prepare for the high-end fight is a primary objective of the Air Force's FY 2022 President's Budget (PB). The Air Force Working Capital Fund (AFWCF) contributes to Air Force readiness through the depots' skills to sustain the AF's organically maintained weapon systems and logistically manage the supply chain's critical assets. 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.

AFWCF Blue Cash began FY 2020 at \$479.6 million. FY 2020 was expected to be a challenging year for cash due to losses experienced in FY 2019. Austerity measures were implemented in FY 2020 to remain solvent, and COVID-19 further exacerbated the low cash balance. The AFWCF received external assistance totaling \$756M (\$475M initial CARES Act and \$281M reprogramming) to recover from COVID-19 losses. FY 2021 is planned to be a cash recovery year as pricing adjustments made in the FY 2021 PB replenish cash and minimize AFWCF cash risk. The AFWCF is expected to return to normal business operations in FY 2022, barring any unforeseen events.

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 for 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's 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 the readiness and sustainability of our air, space, and cyber assets and our ability to deploy forces worldwide and across any theater to support 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 repairable spare parts that support all the force structure mission ready. USTRANSCOM is the single DoD manager for the Defense Transportation System (DTS) in peace and war. Working capital fund activities, directly and indirectly, provide warfighters the critical services needed to meet global mission capability requirements.

Consolidated Sustainment Activity Group

The Consolidated Sustainment Activity Group (CSAG) mission is supply management of repairable and consumable items and 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 both CSAG divisions' day-to-day operations.

The activity operates with two divisions: Supply and Maintenance.

The CSAG Supply Division is responsible primarily for Air Force-managed, depot-level repairable 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 warfighter needs.

The CSAG Maintenance Division repairs weapon systems and spare parts to ensure readiness in peacetime and sustain 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 new, complicated parts 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 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 warfighting 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 supporting customer requirements. The SMAG-R objective is to replenish stocks and provide supplies to customers on time within customer funding constraints while maintaining fund solvency.

Transportation Working Capital Funds

USTRANSCOM's mission is to provide air, land, and sea transportation for the Department of Defense (DoD) in times of peace

and war, with a primary focus on wartime readiness. The TWCF budget provides synchronized transportation and sustainment, making it possible to project and maintain national power where needed, with incredible speed and agility, the highest efficiency, and the most reliable level of trust and accuracy. The USTRANSCOM accomplishes its joint mission through four Component Commands: Air Mobility Command (AMC), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (SDDC), and the Joint Enabling Capabilities Command (JECC). This joint team of transportation components provides mobility forces and assets for a seamless transition from peace to war. USTRANSCOM is always ready to meet the strategic mobility needs of our nation. A brief description of the role of each component follows:

- Air Mobility Command provides airlift, air refueling, special air mission, and aeromedical evacuation for U.S. forces. AMC also supplies forces to theater commands to support wartime tasking. They are the single manager for air mobility.
- Military Sealift Command supports our nation by delivering supplies and conducting specialized missions across the world's oceans.
- Surface Deployment and Distribution Command provides global surface deployment and distribution services to meet the nation's objectives.
- Joint Enabling Capabilities Command meets joint tasks for commanders' requirements for a rapidly deployable, tailored team of experts in plans, operations, knowledge management, intelligence support, logistics, public affairs, and communications. The Joint Enabling Capabilities Command is not part of the Working Capital Fund.

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

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 26 operating locations. AoP enables a better understanding of processes and identifying constraints that prevent operating better, faster, and cheaper.

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 cannot 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

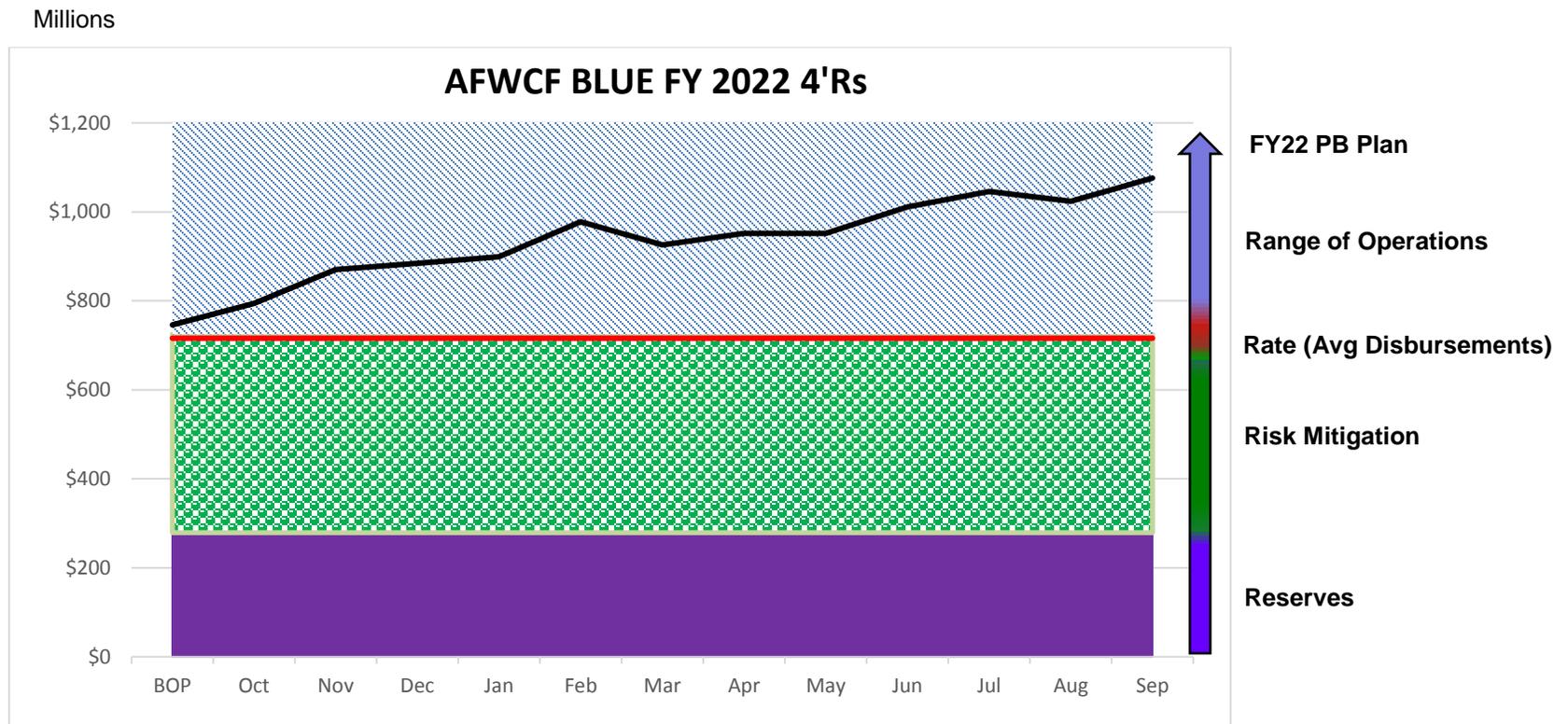
In FY 2020, AFWCF received \$92.5 million in the direct appropriation for Medical Dental WRM requirements. In FY 2021 Air Force received \$95.7 million in the direct appropriation for Medical Dental WRM. In FY 2022 Air Force requests a total of \$77.5 million in direct appropriations in support of Medical Dental WRM requirements.

AFWCF Financial Summary

(Dollars in Millions)	FY 2020	FY 2021	FY2022
Total Revenue	24,639.1	25,754.0	26,394.1
Cost of Goods Sold	23,920.1	25,924.8	26,376.8
Net Operating Result Adjustments	(14.3)	(45.6)	(26.5)
Net Operating Result (NOR)	704.7	(216.3)	(9.2)
Accumulated Operating Result (AOR)	129.6	9.2	.0
Civilian End Strength	33,649	34,758	35,485
Military End Strength	12,893	12,625	12,618
Civilian Workyears	33,567	34,328	35,313
Military Workyears	12,703	12,597	12,605
Capital Budget	208.1	251.9	237.7
Direct Appropriation	92.5	95.7	77.5

Cash Management

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



The **Rate of Disbursements** for the AFWCF FY 2022 President's Budget 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 Operations** is the difference between the highest and lowest expected cash level based on budget assumptions and experience. The AFWCF Range of Operations is based on four years of historical disbursements (FY 2017 – FY 2020). For example, in FY 2022, the projected Rate of Disbursement is \$715.9 million, and the lower range is \$724.8 million. The upper range is \$1,429.3 million. The difference between the two amounts results in \$704.5 million as the basic operating range.

AFWCF **Risk Mitigation** addresses cash variability associated with unknown external variables and seasonal volatility (see Cash Volatility graph above). We calculated one standard deviation from the mean of monthly cash ranges over four years (FY 2017 – FY2020) to accommodate seasonal volatility. The standard deviation for this data is \$148.7 million. For FY 2022 Risk Mitigation, we applied three standard deviations from the mean, \$446.1 million, to minimize the risk associated with volatility and as indicated in the graph on the previous page.

Cash **Reserves** are funds held for known future cash outlay requirements. This element identifies cash on hand that must be kept for specific requirements that are not expected to disburse until subsequent fiscal years. For AFWCF, the first Reserve category is Accumulated Operating Results (gains) that are returned to customers through annual reduced rates in future fiscal years. The second Reserve supports unliquidated obligations of the Medical Dental Division's Direct Appropriation for War Readiness Material. The FY 2022 Unliquidated Appropriation for Medical-Dental War Reserve Material Program is \$60.6 million and for FY 2021 is \$74.9 million.

AF Blue & TWCF Cash Plans

AF Blue

(\$ Millions)	FY 2020	FY2021	FY 2022
BOP Cash Balance	\$479.6	\$879.6	\$745.6
Disbursements ¹	\$16,113.5	\$17,694.9	\$17,898.5
Collections ¹	\$16,516.0	\$17,560.9	\$18,229.5
Transfers In/Out	\$756.0	\$0.0	\$0.0
WRM	\$92.5	\$95.7	\$77.5
EOP Cash Balance	\$879.6	\$745.6	\$1,076.5
Lower Limit Cash Goal	\$507.2	\$571.2	\$724.8
Upper Limit Cash Goal	\$1,163.5	\$1,275.7	\$1,429.3

¹Does not include Transfers In/Out

²Numbers may not add due to rounding

In FY 2020, AF Blue cash increased from \$402.5 million to \$879.6 million. The increase included two congressionally approved actions totaling \$756.0M (\$475M CARES Act and \$281M reprogramming from foreign currency fluctuation account). The lower and upper limits for this period were \$507.2 million and \$1,163.5 million, respectively. The low cash balance was due to revenue not generating as planned in FY 2019 and was severely impacted by COVID-19.

In FY 2021, AF Blue cash decreases \$134.0 million throughout the fiscal year, ending with a \$745.6 million balance. The operating Range for this period is \$571.2 million to \$1,275.7 million. FY 2021 is a cash recovery year achieved by increasing customer pricing for the three most extensive activities and will put the AF Blue cash within the operating limits.

In FY 2022, AF Blue cash increases \$330.9 million to \$1,076.5 million. The operating range is \$724.8 million to \$1,429.3 million. Cash will be within the operating limits throughout the fiscal year and will support the Treasury Department's daily cash reporting initiative.

TWCF Cash

(\$ Millions)	FY 2020	FY2021	FY 2022
BOP Cash Balance	\$469.0	\$528.0	\$654.0
Disbursements	\$7,774.0	\$7,874.0	\$8,273.0
Collections	\$7,830.0	\$7,999.0	\$8,185.0
Net Transfers	\$3.0	\$0.0	\$0.0
Direct Appropriations	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$528.0	\$654.0	\$566.0
Lower Limit Cash Goal	\$601.0	\$562.0	\$563.0
Upper Limit Cash Goal	\$1,271.0	\$1,175.0	\$1,199.0

In FY 2020, cash increased by \$59 million, from \$469 million to \$528 million.

FY 2021 USTRANSCOM CASH: The FY 2021 cash is projected to increase from \$528 million to \$654 million due to recovery of cost associated with COVID-19 and collection of prior year accounts receivables. The cash position assumes collection of \$611 million in ARA. USTRANSCOM cash balance continues to be within the Operating Range. If Air Force only funds \$399 million of the ARA requirement (current funding level with no reprogramming), then cash would be \$442 million.

FY 2022 USTRANSCOM CASH: The FY 2022 cash is projected to decrease from \$625 million to \$566 million due to decreased workload. USTRANSCOM cash balance is above the Operating Range. If Air Force only funds \$399 million for the FY 2021 of the ARA requirements, the cash would be \$354 million.

***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) 2022 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 utilized antiquated technology, the number of parts without qualified manufacturing or repair source is expected to continue to be a problem. 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

Individual processes are being modernized within CSAG. AFSC continues to evaluate supply chain and maintenance 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.

AFSC strives to precisely define material requirements with respect to aging aircraft. Numerous problems exist with aging aircraft, such as first time failures, loss of suppliers, Diminishing Manufacturing Source and Material Shortages (DMSMS), etc. To combat the aforementioned DMSMS issues and other supply chain challenges, the Air Force is fostering senior leader engagement through multiple forums:

- Expanding collaborative forecasting efforts through enhanced Deep Look or Deep Dive efforts
- Expanding market research and source development capabilities,
- Continually engaging with Defense Logistics Agency (DLA) and Air Force Contracting to streamline the purchase instrument process,
- Participating in DMSMS working groups charged with identifying critical obsolescence issues.
- Placing greater focus on current and proposed future technology trends
- Continuous monitoring for obsolescence/end of life alerts and strategically placed obsolescence mitigation opportunities

AFSC is pursuing alternative manufacturing technologies, additive manufacturing, Cold Spray and establishing a reverse engineering and manufacturing framework to rapidly solve availability issues derived from DMSMS, supply chain risk, and obsolescence challenges. They are modernizing spares requirements planning to optimize inventory, and a multitude of other initiatives aimed at streamlining the supply chain process.

AFSC's Maintenance efforts are contributing to Air Force readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG-Maintenance 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

Financial Performance (\$ Millions)	FY 2020	FY 2021	FY 2022
Total Revenue	\$12,431.0	\$12,805.0	\$13,628.6
Total Expenses (with Work In Progress)	\$12,073.0	\$13,006.8	\$13,307.4
Other Adjustments Affecting NOR and Other Changes ¹	\$26.5	\$27.9	\$27.9
Net Operating Results	\$384.5	(\$174.0)	\$349.2
Non Recoverable Adjustments Impacting AOR	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	(\$175.2)	(\$349.2)	\$0.0

¹In FY 2020, the Plus Passthroughs and Other Adjustments of \$26.5 million is the result of non-recoverable facility depreciation of \$26.5 million. CSAG Maintenance projects \$27.9 million non-recoverable depreciation in both FY 2021 and FY 2022, respectively. The FY 2020 revenue includes \$449.0 million of support from CARES Act and a reprogramming; DFAS processed an additional \$153.0 million in reprogramming at the AFSC CSAG-M level and this is reflected in FY 2020 Other Changes to AOR.

Overall, CSAG projects a \$0.0 AOR for FY 2022.

Cash (\$ Millions)	FY 2020	FY 2021	FY 2022
BOP Cash Balance	\$330.4	\$702.8	\$486.2
Disbursements ²	\$11,934.4	\$13,046.0	\$13,192.3
Collections	\$11,551.1	\$12,829.4	\$13,587.4
Transfers In/Out	\$153.5	\$0.0	\$0.0
EOP Cash Balance	\$702.8	\$486.2	\$881.2
Lower Range	\$295.4	\$325.0	\$588.8
Upper Range	\$781.4	\$846.0	\$1,111.7

²Does not include Transfers In/Out

Stabilized Sales Rates and Prices	FY 2020	FY 2021	FY 2022
Maintenance Composite Sales Rate per hour	\$302.28	\$323.79	\$334.73
Maintenance Rate Change ¹	3.7%	7.1%	3.4%
Supply Unit Cost Ratio	0.967	0.978	1.078
Price Change to Customer ²	8.05%	9.69%	2.88%
Price Change to Customer ² - AF FHP specific	8.05%	14.92%	-2.35%

¹The 3.7% increase in FY 2020 is required to affect 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.

²FY 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. In FY 2022 the FHP specific surcharge was removed causing Flying Hour rates to decrease -2.35%.

CSAG Manpower Resources	FY 2020	FY 2021	FY 2022
Civilian End Strength	26,700	27,252	27,941
Civilian Full Time Equivalent	26,194	26,656	27,833
Military End Strengths	143	156	140
Military Workyears	65	96	90

Maintenance Direct Production Earned Hours Produced³	FY 2020	FY 2021	FY 2022
(Hours in Thousands)	23,481	24,098	23,355

³Workload projections are expressed in Direct Production Earned Hours (DPEHs). This table includes DPEHs produced with overtime. DPEH is an hour earned by a direct employee against an established work order in the performance of depot work on an end item.

Maintenance Due Date Performance and Quality Defect Rate

	Goal	FY 2020	FY 2021	FY 2022
Due Date Performance ¹	95%	75%	71%	95%
Quality Defect Rate ²	0.22	0.28	0.14	0.22

¹The Due Date Performance (DDP) metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2020 actual DDP of 75% reflects a variety of rates at the Air Logistics Complexes. COVID-19, hiring delays and parts supportability issues contributed to DDP impacts across the weapon systems identified below:

- a. Tinker AFB, OK: E-3 - 100%, KC-135 - 100%, B-1 - 100%, B-52 - 100%
- b. Hill AFB, UT: A-10 - 71%, T-38 - 29%, F-22 - 0%, F-35 - 22%, C-130 – 25%, F-16 – 29%
- c. Robins AFB, GA: C-130 - 17%, C-5 - 0%, F-15 – 100%, C-17 - 89%

²The 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.

Capital Investment Program Authority (\$ Millions)	FY 2020	FY 2021	FY 2022
Equipment – Weapon System Support/Test	\$135.2	\$163.0	\$131.1
ADPE & Telecom	\$7.8	\$1.6	\$7.5
Software Development	\$8.3	\$7.2	\$16.6
Minor Construction	\$9.4	\$17.3	\$16.6
Total	\$160.7	\$189.2	\$171.8

Maintenance 6% Capital Investment Plan (\$ Millions)	FY 2020	FY 2021	FY 2022
Required Investment	\$404.1	\$415.3	\$418.8
Total Investment Budgeted	\$406.6	\$467.9	\$570.8
Percent Invested	6.0%	6.8%	8.2%

Supply Customer Wait Time (CWT)	FY 2020	FY 2021	FY 2022
Actual Performance	7.9		
Objective	7.5	7.5	7.5

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

Supply Stockage Effectiveness	FY 2020	FY 2021	FY 2022
Actual Performance	71%		
Objective	83%	83%	83%

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

Supply Undelivered Orders (\$ Millions)	FY 2020	FY 2021	FY 2022
Supply Division	4,584.6	4,676.3	4,769.8

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.

Supply Item Quantity Requirements	FY 2020	FY 2021	FY 2022
Number of Issues ¹	981,286	1,336,318	1,336,318
Number of Receipts ¹	1,148,525	1,541,621	1,541,621
Number of Requisitions ^{1,2}	142,930	276,634	276,634
Contracts Executed ³	2,610	1,680	1,680
Purchase Inflation	2.0%	2.0%	2.0%
Items Managed	33,284	57,318	57,318

¹FY 2021 and FY 2022 issues, receipts, and requisitions are estimated based on historical averages.

²Requisitions 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.

³Contracts 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.

CSAG - Maintenance Division

	FY2020 to FY2021	FY2021 to FY2022
Cost of Operations		
Organic BOP	7,149.406	7,372.677
Contract BOP	.000	.000
Cost of Operations	7,149.406	7,372.677
ANNUALIZATION		
Annualization of Civilian Pay	75.725	24.152
Annualization of Military Pay	.385	.396
TOTAL ANNUALIZATION	76.110	24.548
PRICE CHANGES		
Civilian Pay Raises	.000	.000
Military Pay Raises	.000	.000
Material Price Growth	62.586	68.677
Fuel Price Growth	.000	.000
Other Growth	12.066	14.766
TOTAL PRICE CHANGES	74.652	83.443
PRODUCTIVITY SAVINGS		
Civilian Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Reinvestment/Rate Reduction	.000	.000
TOTAL PRODUCTIVITY SAVINGS	.000	.000
PROGRAM CHANGES		
Labor Workload	(121.016)	110.733
Material Workload	79.994	1.636
BOS	25.516	(.585)
Contract Changes	.000	.000
TOTAL PROGRAM CHANGES	(15.506)	111.784

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG - Maintenance Division

	FY2020 to FY2021	FY2021 to FY2022
OTHER CHANGES		
Data Systems Support	.501	(.893)
Data Systems Development	.708	(.028)
Equipment Depreciation	(13.489)	(1.718)
Minor Construction Depreciation	(1.149)	.033
Data System Depreciation	(.572)	(.075)
Travel & Transportation	5.537	(.113)
Communications	.082	.422
Utilities	.051	4.728
Equipment Rental	(2.646)	.079
Printing & Equipment	.090	.020
Equip/Vehicle Rep & Maintenance	8.352	1.114
Custodial	(1.319)	2.417
Facility Maintenance	44.537	8.787
Training	4.903	(.416)
Environmental	.000	.000
Miscellaneous	1.071	(8.488)
TOTAL OTHER CHANGES	46.657	5.868
TOTAL CHANGES	181.913	225.643
Cost of Operations		
Organic EOP	7,331.318	7,598.320
Total Cost of Operations	7,372.677	7,580.066

CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul)			BUDGETED CAPITAL (Modernization, Efficiency)		
	3 Year Average					
	2017-2019	2018-2020	2019-2021	FY2020	FY2021	FY2022
Revenue						
Working Capital Fund	6,734.958	6,921.749	6,983.059			
Appropriations	.000	.000	.000			
Total Revenue	6,734.958	6,921.749	6,983.059			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization				63.420	93.790	44.610
Capital Investment Program				160.732	189.175	171.822
Other Equipment				.000	.000	.000
Processes/Productivity Enhancements ¹				.055	4.400	.000
Appropriated Funding						
MILCON (3300) ²				.000	.000	182.000
Procurement Equipment (3010) ³				182.420	180.480	172.350
Operation & Maintenance				.000	.000	.000
Investment Total				406.627	467.845	570.782
Minimum 6% Investment Amount				404.097	415.305	418.984
Investment Over/(Under) Requirement				2.530	52.540	151.798

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: FY20: None as funding for Composite Antenna Facility to support at OO-ALC was reprogrammed for border barriers under Section 2808; placed in MILCON for FY22. FY21: None as funding for KC-46 3-Bay Mx Hangar to support at OC-ALC was placed in FYDP for FY22. FY22: KC-46 3-Bay Mx Hangar (\$156M) at OC-ALC and Composite Antenna Calibration Facility at (\$26M) OO-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:

FY20: F-35 (\$44.2 million at all three ALCs); F-15 (\$53.2M at WR-ALC); F-22 (\$11.8M at OO-ALC); KC-46A (\$8.7 million at OC-ALC); plus several other airframes at less than \$10 million each
 FY21: F-35 (\$69 million with \$40.1M at OO-ALC); C-130 (\$33M at WR-ALC); KC-46 (\$4.3M at OC-ALC); several other airframes at less than \$10 million each
 FY22: F-35 (\$29 million with \$12M at OO-ALC); KC-46 (\$113.7M at OC-ALC); Minuteman III (\$34.4M at OO-ALC); several other airframes at less than \$20 million each

Breakdowns of procurement investments at each ALC are as follows:

\$M	FY20	FY21	FY22
OC-ALC	\$18.7	\$7.3	\$10.0
OO-ALC	\$71.3	\$97.2	\$69.8
WR-ALC	\$92.4	\$95.1	\$28.4

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

(\$ millions)	FY2020	FY2021	FY2022
Oklahoma City ALC	75.31 (2.3%)	250.25 (7.5%)	221.92 (6.5%)
Ogden ALC	175.13 (9.3%)	200.93 (9.9%)	177.42 (8.3%)
Warner Robins ALC	154.11 (9.8%)	207.88 (13.3%)	90.62 (5.8%)

Here are the previous numbers submitted for FY20 investments by each ALC are as follows:

(\$ millions)	FY21 PB	FY20 PB
Oklahoma City ALC	207.21	232.89
Ogden ALC	216.00	103.45
Warner Robins ALC	88.61	202.88

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG

	FY2020	FY2021	FY2022
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	179.567	331.839	326.846
(b) Missile Procurement	2.927	.286	.397
(c) Other Procurement	.005	.234	.082
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF (w/OCO)	4,562.508	4,898.525	4,789.504
(f) Operations & Maintenance - AFRC (w/OCO)	610.624	617.772	754.504
(g) Operations & Maintenance - ANG (w/OCO)	1,228.906	1,539.263	1,487.517
(h) Research & Development - AF	232.159	286.341	257.302
(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	2.682	2.751	1.902
(o) Other	.000	.000	.000
Total Air Force	6,819.377	7,677.011	7,618.053
(2) Army	19.888	21.647	13.212
(3) Navy	262.511	321.195	363.704
(4) Marine Corps	3.845	4.460	3.436
(5) MAP/Grant Aid	.000	.001	(.000)
(6) Other DOD	302.140	309.030	309.571
Total DOD excluding WCF	7,407.761	8,333.344	8,307.977
b. Orders From Other Fund Activity Groups			
(1) AF Supply Mgmt Activity Group - Retail	172.980	83.617	86.331
(2) Transportation Activity Group - TRANSCOM	183.490	350.017	350.587
(3) Other WCF Activity Groups	.304	1.257	.919
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	1,471.532	2,001.329	2,385.726
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,621.133	1,875.066	1,748.316
Total Other Fund Activity Groups	3,449.439	4,311.286	4,571.879
c. Other Internal to AF Consolidated Sustainment Activity Group			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	645.614	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total Internal AF Consolidated Sustainment Activity Group	645.614	.000	.000

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG

	FY2020	FY2021	FY2022
d. Grand Total DOD	11,502.813	12,644.630	12,879.856
e. Other Orders			
(1) Other Federal Agencies	7.528	15.421	6.008
(2) Non Federal Agencies	474.103	404.939	478.663
(3) FMS	270.717	64.777	174.852
Total Other Orders	752.348	485.137	659.523
Total New Gross Orders	12,255.162	13,129.767	13,539.379
Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)	11,609.548	13,129.767	13,539.379
2. Carry-In Orders	3,087.876	3,496.332	3,835.730
a. Carry-over Execution Adjustment	(171.713)	(52.012)	(51.402)
3. Total Gross Orders	15,343.038	16,626.099	17,375.109
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	645.614	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
Total External Gross Orders	14,697.424	16,626.099	17,375.109
4. Gross Revenue	11,555.173	12,738.357	13,560.049
5. End of Year W-I-P	3.516	1.254	1.254
6. Total Exclusion			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	187.922	263.281	278.592
Exclusion (Late Inducted Orders)	.000	.000	.000
Total Exclusion (sum of above exclusions)	187.922	263.281	278.592
7. Funded Carryover	3,424.714	3,571.195	3,483.812

Fund 11A METRIC
(Dollars in Millions)

Carry-over Reconciliation
Air Force Working Capital Fund
Consolidated Sustainment Activity Group (CSAG)

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG - Maintenance Division

SECTION 1	FY2020	FY2021	FY2022
1. Total New Orders	7,028.078	7,175.662	7,980.443
2. Net Carry-in Orders	2,372.382	2,623.682	2,801.325
3. Total Gross Orders (Lines 1 + 2)	9,400.460	9,799.344	10,781.768
4. Revenue	6,604.947	6,946.617	7,964.288
5. Carry-over (Line 3 - Line 4)	2,795.513	2,852.727	2,817.480
6. Workload Completed per Month (Line 4 ÷ 12)	550.412	578.885	663.691
7. Months of Carry-over (Line 5 ÷ Line 6)	5.1	4.9	4.2
SECTION 2	FY2020	FY2021	FY2022
OC-ALC			
Carry-over	1,107.538	1,150.845	1,351.908
Months of Carry-over	4.1	4.0	4.3
OO-ALC			
Carry-over	930.986	908.424	871.452
Months of Carry-over	6.0	5.4	4.6
WR-ALC			
Carry-over	757.059	793.528	594.189
Months of Carry-over	6.4	6.3	3.7
Balance to Financial Statement	(0.070)	(0.070)	(0.070)
SECTION 3 Carry-over Appropriations	FY2020	FY2021	FY2022
Carry-over by Appropriation			
1. Operation and Maintenance	996.213	1,016.602	1,004.041
a. Army	0.768	0.783	0.774
b. Navy	45.669	46.604	46.028
c. Marine Corps	2.549	2.601	2.569
d. Air Force	947.228	966.614	954.671
2. Procurement	239.687	244.593	241.571
3. Research and Development	86.131	87.894	86.808
4. Other DoD	30.755	31.384	30.996
5. Non DoD	442.877	451.942	446.357
6. No-Year Appropriation	999.850	1,020.313	1,007.706
CHECK			
CARRY-OVER (Section 1 - Section 2)	0.000	0.000	0.000
CARRY-OVER (Section 1 - Section 3)	0.000	0.000	0.000
Note: Checks should = 0 (zero)			

Fund 14
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG

	FY2020	FY2021	FY2022
Revenue:			
Income:			
Maintenance Division	6,604.947	6,946.617	7,964.288
Supply Division (Material Gross Sales)	5,220.218	6,117.687	5,918.870
Less Credit Returns	269.991	325.946	323.110
Capital Investment Recovery	.000	32.209	16.616
Total Income	11,555.173	12,770.566	13,576.665
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	875.757	34.408	51.914
Total Other Revenue	875.757	34.408	51.914
Total Revenue	12,430.931	12,804.974	13,628.579
Expenses:			
Maintenance Division			
Cost of Repair (Direct and POH Costs)			
Labor	2,519.330	2,470.289	2,603.152
Material	3,456.894	3,611.524	3,681.899
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	162.514	148.094	146.602
Depreciation of Other Fixed Assets	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Subtotal Depreciation	162.514	148.094	146.602
Subtotal Labor, Material, and Depreciation	6,138.738	6,229.907	6,431.652
Remaining Direct and POH Costs	454.716	490.457	503.729
Total Cost of Repair (Direct and POH Costs)	6,593.454	6,720.364	6,935.381
Supply Division			
Cost of Material Sold	253.254	324.292	384.417
Cost of Material Repair	3,149.347	3,500.560	3,410.065
Condemnation Material Expense Recovery (CMER)	450.230	576.517	683.407
Other Expenses	6.836	34.408	51.914
Subtotal Material & Other Expenses	3,861.077	4,435.777	4,529.803
Operating Expenses			
Military Personnel	12.203	12.771	14.252
Civilian Personnel	565.854	597.499	607.519
Travel & Transportation of People	2.014	5.679	5.805

Fund 14
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG

	FY2020	FY2021	FY2022
Materials & Supplies	39.553	29.181	29.163
Equipment	46.104	51.017	50.783
Other WCF Purchases	265.529	291.254	292.743
Transportation of Things	82.365	83.946	79.873
Depreciation - Capital	9.661	10.260	16.937
Depreciation of Other Fixed Assets	26.513	27.939	27.939
Capital Investment Recovery	.000	32.209	16.616
Printing and Reproduction	.742	.974	.993
Advisory and Assistance Services	47.146	51.747	52.096
Rent, Comm, Utilities and Misc Charges	90.319	108.169	117.396
Other Purchased Services	432.898	545.853	530.051
Total Operating Expenses	1,620.901	1,848.497	1,842.166
Total Expenses	12,075.432	13,004.639	13,307.350
Work in Process, Beginning of Year	1.089	3.516	1.254
Work in Process, End of Year	3.516	1.254	1.254
Work in Process, Change	2.427	(2.261)	(.000)
Total Expenses Adjusted for Work in Process	12,073.005	13,006.900	13,307.350
Operating Results (Net Operating Results on 1307 - Line 11)	357.926	(201.926)	321.229
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes ¹	26.513	27.939	27.939
Net Operating Result (Recoverable NOR on 1307 - Line 13)	384.439	(173.987)	349.168
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	153.000	.000	.000
Prior Year AOR	(712.620)	(175.181)	(349.168)
Accumulated Operating Result	(175.181)	(349.168)	.000
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
Accumulated Operating Result for Budget Purposes	(175.181)	(349.168)	.000

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) 2022
Budget Estimates
May 2021

CSAG - Maintenance Division

	FY2020	FY2021	FY2022
1. Material Inventory BOP	129.605	130.000	130.000
2. Purchases	3,190.169	3,327.288	3,398.352
A. Purchases to Support Customer Orders (+)	3,190.169	3,327.288	3,398.352
B. Purchase of long lead items in advance of customer orders (+)	.000	.000	.000
C. Other Purchases (+)	.000	.000	.000
3. Material Inventory Adjustments	(3,189.774)	(3,327.288)	(3,398.552)
A. Material Used in Maintenance (-)	(3,189.774)	(3,327.288)	(3,398.552)
B. Disposals, theft, losses due to damages (-)	.000	.000	.000
C. Other Reductions (-)	.000	.000	.000
4. Material Inventory EOP	130.000	130.000	129.800

SM-1
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

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
FY2020	5,227.084	4,950.227	4,788.035	.000	25.128	4,813.162	.000	800.000	5,613.162
FY2021	5,954.104	5,791.740	5,666.451	.000	41.069	5,707.520	.000	800.000	6,507.520
FY2022	5,558.936	5,595.760	6,035.002	.000	42.902	6,077.904	.000	800.000	6,877.904

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

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	21.612	16.823	38.435	0.000	166.917	14.063	180.981	219.415	12.3%
B-1B	30.844	.397	31.241	0.000	110.631	26.047	136.678	167.918	12.8%
B-2	246.040	1.631	247.671	0.000	9.608	50.828	60.436	308.107	10.3%
B-52	53.868	.553	54.421	0.000	137.587	14.775	152.362	206.783	16.2%
C-5	53.638	.895	54.533	0.000	56.455	13.009	69.464	123.997	14.8%
C-17	.103	0.000	.103	0.000	.380	.358	.737	.840	5.8%
C-130	80.068	1.799	81.867	0.000	96.904	68.147	165.051	246.919	9.8%
C-135	119.516	3.014	122.530	0.000	205.314	55.462	260.776	383.306	6.9%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.3%
E-3	12.335	.183	12.518	0.000	51.801	11.990	63.790	76.309	12.5%
E-4	0.000	0.000	0.000	0.000	.631	.147	.779	.779	10.2%
E-8	1.804	0.000	1.804	0.000	11.466	.502	11.967	13.771	12.1%
F-4	0.000	0.000	0.000	0.000	.020	.003	.023	.023	0.0%
F-15	30.639	2.461	33.099	25.128	108.336	21.041	129.377	187.604	11.6%
F-16	25.668	12.166	37.833	0.000	144.151	28.575	172.726	210.559	11.2%
F100 Engines	46.184	9.453	55.636	0.000	266.497	18.172	284.669	340.305	0.0%
F110 Engines	4.793	0.000	4.793	0.000	12.480	64.928	77.407	82.200	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	11.8%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.1%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	1.210	0.000	1.210	0.000	.350	12.860	13.209	14.419	8.1%
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	.001	0.000	.001	.001	0.0%
H-60	1.333	0.000	1.333	0.000	.472	7.605	8.078	9.411	11.5%
KC-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Trainers	27.662	25.083	52.745	0.000	14.482	14.690	29.172	81.917	8.9%
Other Aircraft	0.000	0.000	0.000	0.000	.856	3.607	4.463	4.463	3.8%
RQ-4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
SOF	.228	.006	.235	0.000	1.534	40.113	41.647	41.881	18.4%
Common	88.569	5.600	94.170	0.000	114.903	43.976	158.879	253.049	0.0%
Common EW	27.019	.553	27.572	0.000	20.639	19.172	39.811	67.384	0.0%
FMS/FDT	.892	0.000	.892	0.000	0.000	0.000	0.000	.892	0.0%
Missiles	20.245	1.839	22.084	0.000	16.194	2.215	18.409	40.493	0.0%
Other	23.178	.012	23.190	0.000	5.512	45.721	51.233	74.423	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	45.509	45.509	45.509	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	152.357	152.357	152.357	19.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	144.198	0.000	144.198	144.198	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	9.330	0.000	9.330	9.330	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	238.665	238.665	238.665	0.0%
Total	917.446	82.468	999.914	25.128	1,707.648	1,014.536	2,722.184	3,747.226	10.7%

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

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	20.718	9.284	30.002	0.000	114.210	23.399	137.609	167.611	12.5%
B-1B	46.421	.341	46.763	3.906	106.171	27.301	133.472	184.141	41.8%
B-2	159.366	4.288	163.654	0.000	14.077	43.856	57.933	221.587	15.0%
B-52	54.347	1.156	55.503	2.696	171.400	15.252	186.652	244.852	17.2%
C-5	30.502	.729	31.231	0.000	83.656	12.017	95.673	126.904	17.2%
C-17	.499	0.000	.499	0.000	.776	.438	1.214	1.713	6.5%
C-130	37.030	.917	37.947	0.000	130.240	62.637	192.877	230.824	9.8%
C-135	218.773	4.070	222.843	2.335	283.403	69.882	353.285	578.463	11.6%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.3%
E-3	35.358	.243	35.601	.400	51.919	8.139	60.058	96.059	16.4%
E-4	.094	0.000	.094	3.549	.670	.141	.811	4.454	5.9%
E-8	6.257	0.000	6.257	0.000	12.438	.503	12.942	19.199	24.6%
F-4	.010	0.000	.010	0.000	0.000	0.000	0.000	.010	0.0%
F-15	37.844	.899	38.743	28.183	177.349	21.580	198.928	265.855	17.3%
F-16	21.388	6.302	27.690	0.000	205.294	30.702	235.996	263.686	15.3%
F100 Engines	94.790	14.286	109.076	0.000	324.496	31.052	355.548	464.624	0.0%
F110 Engines	7.126	0.000	7.126	0.000	16.918	97.105	114.023	121.149	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	20.6%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.4%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	2.335	.009	2.344	0.000	.373	18.214	18.587	20.931	9.7%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	1.074	0.000	1.074	0.000	.115	7.517	7.631	8.705	16.1%
KC-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Trainers	34.849	19.172	54.021	0.000	19.092	17.417	36.510	90.531	7.0%
Other Aircraft	0.000	0.000	0.000	0.000	.708	4.842	5.551	5.551	4.8%
RQ-4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
SOF	.374	.035	.409	0.000	.895	57.648	58.542	58.951	10.9%
Common	151.066	2.310	153.376	0.000	152.884	51.812	204.697	358.073	0.0%
Common EW	33.382	5.975	39.357	0.000	26.622	14.256	40.879	80.236	0.0%
FMS/FDT	1.400	0.000	1.400	0.000	0.000	0.000	0.000	1.400	0.0%
Missiles	5.262	1.993	7.255	0.000	27.671	2.824	30.494	37.750	0.0%
Other	19.658	.908	20.566	0.000	6.148	34.382	40.530	61.095	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	67.304	67.304	67.304	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	225.323	225.323	225.323	17.2%
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	157.849	0.000	157.849	157.849	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.417	0.000	6.417	6.417	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	237.281	237.281	237.281	0.0%
Total	1,019.923	72.919	1,092.842	41.069	2,091.792	1,182.824	3,274.616	4,408.527	0.0%

SM-3B
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG - Supply Division

FY2022	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	37.949	17.107	55.056	0.000	138.782	23.804	162.586	217.641	9.0%
B-1B	50.415	.985	51.400	5.729	79.871	37.746	117.617	174.745	15.0%
B-2	29.252	1.439	30.691	0.000	17.514	44.212	61.727	92.417	13.0%
B-52	56.968	1.652	58.620	2.960	209.473	18.316	227.789	289.369	12.0%
C-5	54.537	1.437	55.974	0.000	77.765	12.710	90.476	146.449	8.0%
C-17	.271	0.000	.271	0.000	1.024	.446	1.469	1.741	3.6%
C-130	34.061	1.614	35.674	0.000	133.902	66.752	200.654	236.328	9.0%
C-135	206.081	7.365	213.446	.249	351.063	81.876	432.940	646.635	3.6%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.0%
E-3	24.237	.508	24.745	.400	66.508	9.821	76.329	101.474	9.0%
E-4	.002	0.000	.002	3.620	.871	.185	1.056	4.678	7.0%
E-8	6.654	0.000	6.654	0.000	15.368	.365	15.734	22.388	9.0%
F-4	.002	0.000	.002	0.000	.003	.001	.005	.007	0.0%
F-15	63.216	5.935	69.151	29.944	188.445	22.664	211.108	310.204	9.0%
F-16	30.085	16.410	46.494	0.000	274.804	34.876	309.680	356.175	9.0%
F100 Engines	150.784	23.014	173.798	0.000	377.255	32.348	409.603	583.400	0.0%
F110 Engines	6.872	0.000	6.872	0.000	19.185	112.005	131.190	138.062	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.0%
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	.739	.060	.799	0.000	.515	20.131	20.646	21.445	10.0%
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	3.672	0.000	3.672	0.000	.125	7.323	7.447	11.120	10.0%
KC-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Trainers	35.555	35.913	71.468	0.000	22.775	19.699	42.474	113.942	4.0%
Other Aircraft	0.000	0.000	0.000	0.000	.794	8.726	9.520	9.520	2.0%
RQ-4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
SOF	25.417	.187	25.605	0.000	.800	61.177	61.978	87.583	9.0%
Common	129.245	5.496	134.740	0.000	169.529	55.885	225.414	360.154	0.0%
Common EW	49.919	6.653	56.573	0.000	32.645	19.134	51.779	108.352	0.0%
FMS/FDT	1.428	0.000	1.428	0.000	0.000	0.000	0.000	1.428	0.0%
Missiles	2.603	5.200	7.803	0.000	30.102	2.977	33.079	40.882	0.0%
Other	17.708	1.100	18.808	0.000	7.746	41.735	49.481	68.288	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	68.281	68.281	68.281	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	228.594	228.594	228.594	16.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	96.596	0.000	96.596	96.596	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.600	0.000	6.600	6.600	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	251.950	251.950	251.950	0.0%
Total	1,017.671	132.074	1,149.745	42.902	2,320.061	1,283.738	3,603.799	4,796.446	0.0%

SM-4
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

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)	(40.873)	.000	(31.881)	(8.992)
c. Inv Reclassified & Repriced	25,661.616	.000	18,000.291	7,661.324
3. Receipts at MAC	1,529.757	.000	1,193.210	336.546
4. Sales at Standard	2,948.799	.000	2,300.063	648.736
5. Inventory Adjustments				
a. Capitalization + or (-)	41.778	.000	32.587	9.191
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,823.636	.000	2,202.436	621.200
d. Returns to Suppliers (-)	(745.585)	.000	(581.556)	(164.029)
e. Transfers to Property Disposal (-)	(978.052)	.000	(762.881)	(215.172)
f. Issues/Receipts w/o Reimbursement	78.979	.000	61.604	17.375
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(49.489)	.000	(38.601)	(10.888)
2. Discounts on Returns	(.537)	.000	(.419)	(.118)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(1.407)	.000	(1.097)	(.309)
5. Assembly/Disassembly	271.269	.000	211.590	59.679
6. Physical Inventory Adj	(824.002)	.000	(642.721)	(181.280)
7. Accounting Adjustments	(1,065.561)	.000	(831.137)	(234.423)
8. Shipment Discrepancies	(90.067)	.000	(70.252)	(19.815)
9. Other Gains/Losses	227.382	.000	177.358	50.024
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(1,532.410)	.000	(1,195.280)	(337.130)
h. Total Adjustments	(311.655)	.000	(243.091)	(68.564)
6. Inventory EOP	23,930.918	.000	16,650.348	7,280.571
7. Inventory EOP, Revalued (MAC, Discounted)	23,930.918	.000	16,650.348	7,280.571
a. Economic Retention (Memo)	1,939.037	.000	1,512.449	426.588
b. Contingency Retention (Memo)	3,099.449	.000	2,417.570	681.879
c. Potential DOD Reutilization (Memo)	8.883	.000	6.929	1.954
8. Inventory on Order Cost EOP (Memo)	5,821.514	.000	4,540.781	1,280.733

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) 2022
Budget Estimates
May 2021

CSAG - Supply Division

FY2021	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	23,930.918	.000	16,650.348	7,280.571
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(545.303)	.000	(425.337)	(119.967)
c. Inv Reclassified & Repriced	23,385.615	.000	16,225.011	7,160.604
3. Receipts at MAC	1,784.186	.000	1,391.665	392.521
4. Sales at Standard	3,208.527	.000	2,502.651	705.876
5. Inventory Adjustments				
a. Capitalization + or (-)	(40.383)	.000	(31.499)	(8.884)
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,768.123	.000	2,159.136	608.987
d. Returns to Suppliers (-)	(566.090)	.000	(441.550)	(124.540)
e. Transfers to Property Disposal (-)	(954.556)	.000	(744.554)	(210.002)
f. Issues/Receipts w/o Reimbursement	724.329	.000	564.976	159.352
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(31.216)	.000	(24.348)	(6.867)
2. Discounts on Returns	(130.014)	.000	(101.411)	(28.603)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(2.199)	.000	(1.715)	(.484)
5. Assembly/Disassembly	(256.379)	.000	(199.975)	(56.403)
6. Physical Inventory Adj	(592.109)	.000	(461.845)	(130.264)
7. Accounting Adjustments	2,609.521	.000	2,035.427	574.095
8. Shipment Discrepancies	(759.607)	.000	(592.494)	(167.114)
9. Other Gains/Losses	131.422	.000	102.509	28.913
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	969.419	.000	756.147	213.272
h. Total Adjustments	2,900.842	.000	2,262.657	638.185
6. Inventory EOP	24,862.117	.000	17,376.682	7,485.434
7. Inventory EOP, Revalued (MAC, Discounted)	24,862.117	.000	17,376.682	7,485.434
a. Economic Retention (Memo)	1,977.818	.000	1,542.698	435.120
b. Contingency Retention (Memo)	3,161.438	.000	2,465.922	695.516
c. Potential DOD Reutilization (Memo)	9.061	.000	7.067	1.993
8. Inventory on Order Cost EOP (Memo)	5,937.944	.000	4,631.597	1,306.348

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) 2022
Budget Estimates
May 2021

CSAG - Supply Division

FY2022	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	24,862.117	.000	17,376.682	7,485.434
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(556.209)	.000	(433.843)	(122.366)
c. Inv Reclassified & Repriced	24,305.907	.000	16,942.839	7,363.068
3. Receipts at MAC	1,819.870	.000	1,419.498	400.371
4. Sales at Standard	3,272.697	.000	2,552.704	719.993
5. Inventory Adjustments				
a. Capitalization + or (-)	(41.190)	.000	(32.129)	(9.062)
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,823.485	.000	2,202.319	621.167
d. Returns to Suppliers (-)	(577.411)	.000	(450.381)	(127.030)
e. Transfers to Property Disposal (-)	(973.647)	.000	(759.445)	(214.202)
f. Issues/Receipts w/o Reimbursement	738.815	.000	576.276	162.539
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(31.840)	.000	(24.835)	(7.005)
2. Discounts on Returns	(132.614)	.000	(103.439)	(29.175)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(2.243)	.000	(1.750)	(.494)
5. Assembly/Disassembly	(261.506)	.000	(203.975)	(57.531)
6. Physical Inventory Adj	(592.109)	.000	(461.845)	(130.264)
7. Accounting Adjustments	2,609.521	.000	2,035.427	574.095
8. Shipment Discrepancies	(774.800)	.000	(604.344)	(170.456)
9. Other Gains/Losses	131.422	.000	102.509	28.913
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	945.830	.000	737.748	208.083
h. Total Adjustments	2,915.882	.000	2,274.388	641.494
6. Inventory EOP	25,768.962	.000	18,084.022	7,684.940
7. Inventory EOP, Revalued (MAC, Discounted)	25,768.962	.000	18,084.022	7,684.940
a. Economic Retention (Memo)	2,017.374	.000	1,573.552	443.822
b. Contingency Retention (Memo)	3,224.667	.000	2,515.240	709.427
c. Potential DOD Reutilization (Memo)	9.242	.000	7.209	2.033
8. Inventory on Order Cost EOP (Memo)	6,056.703	.000	4,724.229	1,332.475

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) 2022 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 Readiness Agency (AFMRA), 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 three to four 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 3,300 assemblages and Force Health Protection assets for 255 locations that are maintained in the MDD inventory until required for direct support of war fighters. Medical wartime assemblies/capabilities are classified into 19 medical support categories: These categories support Expeditionary Medical Support (EMEDS) assemblages, Chemical Biological Radiological and Nuclear (CBRN) assessment assemblages, Aero-medical Evacuation (AE) sets, Patient Staging, Specialty Care Sets, Air Force Special Operations, Medical Support and Personal Medical Protection Prophylaxis/Antidotes capabilities.

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 division. Revenue and expenses in FY 2020 reflect an AOR of \$13.2 million. Expenses increase consistent with projected workload in FY 2021. Revenue increases significantly in FY 2021 primarily due to the AF Flying Hour Program (FHP) specific surcharge applied to Flying Hour customers adding revenue to GSD due to under-reimbursement from the FHP in prior fiscal years. The AOR increases to \$86.1 million primarily due to a \$68.5 million NOR gain projected in GSD. Planned NOR of negative \$86.1 million result in an AOR of zero at the end of FY 2022.

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.

SMAG–Retail Budget Overview

Revenue, Expenses and Net Operating Results

(\$ Millions)	FY 2020	FY 2021	FY 2022
Total Revenue ¹	\$4,238.2	\$4,781.4	\$4,643.7
Total Expenses	\$4,126.3	\$4,635.0	\$4,675.4
Operating Results	111.9	\$146.4	(\$31.7)
Other Adjustments (WRM)	(\$40.8)	(\$73.5)	(\$54.4)
Net Operating Results	\$71.1	\$72.9	(\$86.1)
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$13.2	\$86.1	\$0.0

Notes:

1. FY 2020 Total Revenue includes \$97.0M Congressionally approved FY 2019 reprogramming.

Cash Management

(\$ Millions)	FY 2020	FY 2021	FY 2022
BOP Cash Balance	\$146.7	\$176.8	\$259.4
Disbursements	\$4,179.1	\$4,648.9	\$4,706.1
Collections	\$4,114.7	\$4,635.7	\$4,564.6
Net Transfers	\$2.1	\$0.0	\$0.0
WRM	\$92.5	\$95.7	\$77.5
EOP Cash Balance ²	\$176.8	\$259.4	\$195.3
Lower Range Target	\$211.8	\$248.1	\$171.8
Upper Range Target	\$382.0	\$433.2	\$357.1

2. The SMAG-R end of year cash balance reflects an upward trend primarily in GSD in FY 2021. Collection cycles are projected to be 12 per year. The Cash balance for FY 2021 and FY 2022 is projected to be within the lower and upper operating ranges.

Customer Price Change (%)

Division	FY 2020	FY 2021	FY 2022
General Support All AF Customers	2.9%	2.6%	2.5%
General Support AF Flying Hour Program Specific		27.9%	(17.8%)
Medical-Dental	4.1%	.7%	4.4%
Academy	10.0%	7.7%	(3.4%)
SMAG-Retail	3.2%	2.0%	3.0%

The FY 2021 customer price changes for the SMAG-R divisions reflect a decrease in material inflation. GSD reflects a minimal decrease due to the removal of a \$14.2 million cash adjustment to the GSD surcharge from FY 2020. Medical-Dental price decreases to correct price variances in Standard Material Accounting System (SMAS). Also in FY 2021, a new surcharge is applied to the AF FHP customers to remedy the under-reimbursement from the FHP to General Support in prior fiscal years. As a result, the AF FHP specific surcharge is 27.9%, but will be a negative 17.8% in FY 2022 due to the program returning to normal. These surcharges do not have an impact to the total SMAG-R price changes. The price change in FY 2022 increases overall primarily due to Medical-Dental correcting past pricing errors in their accounts.

Analysis of Undelivered Orders

(\$ Millions)	FY 2020	FY 2021	FY 2022
Peacetime			
General Support Division	\$445.5	\$445.5	\$445.5
Medical-Dental Division	\$191.5	\$195.3	\$0.0
Academy Division	\$0.5	\$0.5	\$0.5
WRM			
Medical-Dental Division	\$32.4	\$33.1	\$0.0
Total SMAG-Retail	\$637.5	\$641.4	\$446.0

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

SMAG–Retail Budget Overview

performance has not yet occurred.

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 2020, GSD met this goal with 14.8%. FY 2021 and FY 2022 shows further improvement to 13.6%.

The Medical-Dental Division maintains only three to 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 2020	FY 2021	FY 2022
Actual Performance	14.9		
Objective	7.0	7.0	7.0

Customer Wait Time (CWT) is the average number of days accrued from the time a customer orders a spare part until the part is received. The impacts of COVID-19 restrictions and precautions regarding essential manning has impacted vendor capacities, particularly the increase in demand for special items due to the pandemic (e.g., Aircraft Disinfectant, Industrial Masks and Face Shields, Isopropyl Alcohol, etc.). These constraints resulted in increased response times as assets that would normally have been on the shelf must be distributed from units with serviceable stocks to fill orders at the point of need, or the customer is forced to await for stocks for the vendors. Finally, carrier capacity constraints and government restrictions have resulted in increased transit times of one to four days per shipment depending on the point of origin and destination.

Supply Management Activity Group Retail

Item Quantity Requirements	FY 2020	FY 2021	FY 2022
Number of Issues	3,085,644	3,250,838	3,317,205
Number of Receipts	5,744,282	5,930,099	6,087,942
Number of Requisitions	6,912,322	7,160,430	7,341,127
Contracts Executed	11,445	11,775	18,850
Purchase Inflation	2.92%	2.97%	2.98%
Items Managed	2,006,654	2,029,346	2,029,024

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

	FY2020	FY2021	FY2022
1. New Orders			
a. Orders From DOD Components:			
(1) Air Force			
(a) Aircraft Procurement	2.537	1.109	1.673
(b) Missile Procurement	.001	(.000)	.000
(c) Other Procurement	.094	.050	(.052)
(d) Military Construction	.000	(.000)	.000
(e) Operations & Maintenance - AF	1,177.189	1,477.663	1,298.180
(f) Operations & Maintenance - AFRC	66.542	111.410	109.347
(g) Operations & Maintenance - ANG	200.527	221.194	219.448
(h) Research & Development - AF	19.481	21.612	20.785
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	10.198	(2.967)	1.932
(k) Guard Personnel - ANG	.730	.307	.364
(l) Family Housing	.063	.035	.055
(m) Special Trust Funds	6.103	5.531	7.125
(n) Other Air Force	.056	.041	.017
Total Air Force	1,483.520	1,835.983	1,658.875
(2) Army	6.174	6.762	12.286
(3) Navy	2.496	8.179	1.187
(4) MAP Grant Aid	.005	.003	.004
(5) Other DOD	1,075.673	1,336.667	1,387.606
Total DOD excluding WCF	2,567.868	3,187.595	3,059.959
b. Orders From Other Fund Activity Groups			
(1) Other AF Supply Management Activity Groups	.001	.738	(.107)
(2) Transportation Activity Group - TRANSCOM	88.689	120.231	98.221
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,348.535	1,313.980	1,382.573
(4) Other WCF Activity Groups	(.010)	.008	.006
(5) Commissary, Sur. Coll.	.000	.001	.001
Total Other Fund Activity Groups	1,437.215	1,434.959	1,480.695
c. Grand Total DOD	4,005.078	4,622.554	4,540.653

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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

	FY2020	FY2021	FY2022
d. Other Orders			
(1) Other Federal Agencies	3.629	1.866	1.842
(2) Non Federal Agencies	.345	.357	.306
(3) FMS	3.748	3.997	4.719
Total Other Orders	7.722	6.220	6.867
Total New Orders	4,012.806	4,628.774	4,547.520
2. Carry-In Orders (BOP Backorders)	1,124.714	1,120.154	1,078.265
3. Total Gross Orders	5,137.520	5,748.928	5,625.785
4. Carry-Out Orders (-) (EOP Backorders)	1,120.154	1,078.265	1,074.518
5. Gross Sales (-)	4,084.791	4,736.936	4,618.599
6. Credit Returns (-)	67.426	66.272	67.332
7. Net Sales	4,017.366	4,670.663	4,551.267

Fund 11 Supply Management Activity Group - Retail

Fund 14 (Dollars in Millions) Supply Management Activity Group - Retail	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail		Fiscal Year (FY) 2022 Budget Estimates May 2021
	FY2020	FY2021	FY2022
Revenue:			
Gross Revenue from Sales	4,084.791	4,736.936	4,618.599
Less Credit Returns	67.426	66.272	67.332
Net Revenue from Sales	4,017.366	4,670.663	4,551.267
Other Revenue	122.459	15.000	15.000
Direct Appropriation	98.372	95.712	77.453
Total Net Revenue	4,238.196	4,781.375	4,643.720
Expense:			
Cost of Material Sold Operating Program	4,019.275	4,530.099	4,576.820
Cost of Material Sold WRM	25.555	15.000	15.000
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	4,044.830	4,545.099	4,591.820
Inventory Losses / Obsolescence (Ops)	(36.520)	(16.605)	(17.253)
Inventory Losses / Obsolescence (WRM)	55.397	20.951	21.769
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	4,063.707	4,549.445	4,596.335
Business Operations			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.004	.084	.084
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	29.463	36.911	37.164
Transportation of Things Operating Program	19.645	31.457	31.514
Transportation of Things WRM	2.092	1.233	1.281
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.477	.447	.447
Rent, Comm, Utilities and Misc Charges	.365	1.242	1.206
Other Purchased Services	10.582	14.150	7.339
Subtotal Business Operations	62.628	85.524	79.035
Total Expenses	4,126.335	4,634.969	4,675.370

Fund 14 Supply Management Activity Group - Retail

Fund 14 (Dollars in Millions) Supply Management Activity Group - Retail	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail		Fiscal Year (FY) 2022 Budget Estimates May 2021
	FY2020	FY2021	FY2022
Operating Result	111.861	146.407	(31.650)
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	(98.372)	(95.712)	(77.453)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	57.585	22.184	23.050
Other Changes (NOR)	.000	.000	.000
NET OPERATING RESULT (NOR)	71.074	72.879	(86.053)
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	(57.900)	13.174	86.053
Accumulated Operating Result (AOR)	13.174	86.053	.000
Non-Recoverable Adjustment (AOR)	.000	.000	.000
Accumulated Operating Result for Budget Purposes	13.174	86.053	.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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn ¹	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<u>FY2020</u>									
GSD	2,961.923	2,981.156	3,080.166	.000	.000	3,080.166	.000	400.000	3,480.166
Med/Dent	1,044.762	1,030.539	1,034.441	104.830	.000	1,139.271	.000	.000	1,139.271
Academy	6.120	5.670	4.359	.000	.000	4.359	.000	.000	4.359
Total SMAG-Retail	4,012.806	4,017.366	4,118.966	104.830	.000	4,223.796	.000	400.000	4,623.796
<u>FY2021</u>									
GSD	3,367.845	3,387.548	3,277.495	.000	.000	3,277.495	.000	400.000	3,677.495
Med/Dent	1,255.400	1,277.586	1,329.766	129.735	.000	1,459.501	.000	.000	1,459.501
Academy	5.530	5.530	7.129	.000	.000	7.129	.000	.000	7.129
Total SMAG-Retail	4,628.774	4,670.663	4,614.390	129.735	.000	4,744.125	.000	400.000	5,144.125
<u>FY2022</u>									
GSD	3,202.591	3,210.245	3,265.818	.000	.000	3,265.818	.000	400.000	3,665.818
Med/Dent	1,337.800	1,333.893	1,381.627	92.453	.000	1,474.080	.000	.000	1,474.080
Academy	7.129	7.129	7.129	.000	.000	7.129	.000	.000	7.129
Total SMAG-Retail	4,547.520	4,551.267	4,654.574	92.453	.000	4,747.027	.000	400.000	5,147.027

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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2020	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,415.349	800.367	1,084.631	530.351
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(22.595)	.000	(22.566)	(.029)
c. Inv Reclassified & Repriced	2,392.753	800.367	1,062.065	530.322
3. Receipts at MAC	4,114.036	107.102	4,006.926	.008
4. Sales at Standard	3,811.482	25.555	3,785.927	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	15.422	2.262	13.161	.000
b. Returns from Customers for Credit	2.228	.000	2.174	.054
c. Returns from Customers w/o Credit	452.025	.420	438.413	13.192
d. Returns to Suppliers (-)	(141.492)	(.054)	(141.417)	(.020)
e. Transfers to Property Disposal (-)	(843.477)	(29.133)	(812.656)	(1.687)
f. Issues/Receipts w/o Reimbursement	431.673	14.142	417.531	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(50.945)	(36.491)	(2.203)	(12.252)
2. Discounts on Returns	(5.278)	.000	(5.278)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.469)	.000	(.469)	.000
5. Assembly/Disassembly	(28.669)	(.945)	(27.724)	.000
6. Physical Inventory Adj	16.661	(2.655)	19.334	(.019)
7. Accounting Adjustments	(422.703)	1.380	(472.635)	48.552
8. Shipment Discrepancies	(59.079)	.470	(59.549)	.000
9. Other Gains/Losses	(.792)	(.792)	(.109)	.109
10. Strata Transfers	.000	(.772)	(.173)	.945
11. Strata Transfers in Transit	19.281	2.721	16.608	(.048)
12. Other Adjustments - Total	(531.992)	(37.084)	(532.195)	37.288
h. Total Adjustments	(615.611)	(49.447)	(614.990)	48.826
6. Inventory EOP	2,079.696	832.467	668.074	579.155
7. Inventory EOP, Revalued (MAC, Discounted)	2,079.696	832.467	668.074	579.155
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)	745.114	46.267	698.847	.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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2021	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,079.696	832.467	668.074	579.155
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(17.790)	.000	(17.760)	(.030)
c. Inv Reclassified & Repriced	2,061.906	832.467	650.314	579.125
3. Receipts at MAC	4,611.064	95.712	4,515.352	.000
4. Sales at Standard	4,603.405	15.000	4,588.405	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	12.403	2.284	10.118	.000
b. Returns from Customers for Credit	2.251	.000	2.196	.055
c. Returns from Customers w/o Credit	575.256	.424	561.376	13.456
d. Returns to Suppliers (-)	(222.965)	(.055)	(222.889)	(.021)
e. Transfers to Property Disposal (-)	(468.442)	(29.424)	(437.297)	(1.721)
f. Issues/Receipts w/o Reimbursement	386.097	14.284	371.813	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(51.452)	(36.856)	(2.221)	(12.374)
2. Discounts on Returns	(68.141)	.000	(68.141)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(36.844)	(.954)	(35.889)	.000
6. Physical Inventory Adj	1.280	(2.682)	3.980	(.019)
7. Accounting Adjustments	379.378	(47.013)	418.556	7.836
8. Shipment Discrepancies	34.395	.475	33.920	.000
9. Other Gains/Losses	(.800)	(.800)	(.110)	.110
10. Strata Transfers	.000	(.780)	(.174)	.954
11. Strata Transfers in Transit	(13.526)	(27.252)	13.275	.451
12. Other Adjustments - Total	244.290	(115.861)	363.194	(3.042)
h. Total Adjustments	528.890	(128.348)	648.511	8.727
6. Inventory EOP	2,598.456	784.831	1,225.772	587.853
7. Inventory EOP, Revalued (MAC, Discounted)	2,598.456	784.831	1,225.772	587.853
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)	751.096	47.193	703.904	.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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2022	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,598.456	784.831	1,225.772	587.853
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(17.968)	.000	(17.938)	(.030)
c. Inv Reclassified & Repriced	2,580.488	784.831	1,207.834	587.822
3. Receipts at MAC	4,638.961	77.453	4,561.508	.000
4. Sales at Standard	4,667.261	15.000	4,652.261	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	12.527	2.307	10.219	.000
b. Returns from Customers for Credit	2.273	.000	2.218	.056
c. Returns from Customers w/o Credit	581.009	.428	566.990	13.591
d. Returns to Suppliers (-)	(225.194)	(.055)	(225.118)	(.021)
e. Transfers to Property Disposal (-)	(474.009)	(30.601)	(441.670)	(1.738)
f. Issues/Receipts w/o Reimbursement	389.958	14.427	375.531	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(53.138)	(38.330)	(2.310)	(12.498)
2. Discounts on Returns	(68.822)	.000	(68.822)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(37.212)	(.964)	(36.248)	.000
6. Physical Inventory Adj	1.291	(2.708)	4.018	(.019)
7. Accounting Adjustments	(62.116)	42.517	(112.548)	7.914
8. Shipment Discrepancies	34.739	.480	34.259	.000
9. Other Gains/Losses	(.808)	(.808)	(.111)	.111
10. Strata Transfers	.000	(.788)	(.176)	.964
11. Strata Transfers in Transit	(13.661)	(27.525)	13.407	.456
12. Other Adjustments - Total	(199.729)	(28.126)	(168.531)	(3.073)
h. Total Adjustments	86.834	(41.620)	119.640	8.815
6. Inventory EOP	2,639.021	805.664	1,236.720	596.637
7. Inventory EOP, Revalued (MAC, Discounted)	2,639.021	805.664	1,236.720	596.637
a. Economic Retention (Memo)	329.971	48.136	263.035	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)	446.026	.000	446.026	.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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2020

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	800.367	800.367	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	32.100	32.100	.000
a. Receipts @ std	107.522	107.522	.000
(1). Purchases	107.102	107.102	.000
(2). Returns from customers	.420	.420	.000
b. Issues @ std	(54.742)	(54.742)	.000
(1). Sales	(25.555)	(25.555)	.000
(2). Returns to suppliers	(.054)	(.054)	.000
(3). Disposals	(29.133)	(29.133)	.000
c. Adjustments @ std	(20.680)	(20.680)	.000
(1). Capitalizations	2.262	2.262	.000
(2). Gains and losses	14.142	14.142	.000
(3). Other	(37.084)	(37.084)	.000
Inventory EOP	832.467	832.467	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	92.499
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	12.331
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	104.830

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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2021

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	832.467	832.467	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	(47.636)	(47.636)	.000
a. Receipts @ std	96.136	96.136	.000
(1). Purchases	95.712	95.712	.000
(2). Returns from customers	.424	.424	.000
b. Issues @ std	(44.479)	(44.479)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.055)	(.055)	.000
(3). Disposals	(29.424)	(29.424)	.000
c. Adjustments @ std	(99.293)	(99.293)	.000
(1). Capitalizations	2.284	2.284	.000
(2). Gains and losses	14.284	14.284	.000
(3). Other	(115.861)	(115.861)	.000
Inventory EOP	784.831	784.831	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	95.712
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	34.023
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	129.735

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) 2022
Budget Estimates
May 2021

Supply Management Activity Group - Retail

FY2022

STOCKPILE STATUS	Total	WRM Protected	WRM Other
1. Inventory BOP @ std	784.831	784.831	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	20.833	20.833	.000
a. Receipts @ std	77.881	77.881	.000
(1). Purchases	77.453	77.453	.000
(2). Returns from customers	.428	.428	.000
b. Issues @ std	(45.657)	(45.657)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.055)	(.055)	.000
(3). Disposals	(30.601)	(30.601)	.000
c. Adjustments @ std	(11.392)	(11.392)	.000
(1). Capitalizations	2.307	2.307	.000
(2). Gains and losses	14.427	14.427	.000
(3). Other	(28.126)	(28.126)	.000
Inventory EOP	805.664	805.664	.000

STOCKPILE COSTS

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

WRM BUDGET REQUEST

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	77.453
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	15.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	92.453

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) 2022 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 combat power at a time and place of the Nation's choosing. 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 two top mobility concerns to fulfill National Defense Strategy (NDS) mission requirements: 1) readiness and capacity of the U.S. Air Force's air refueling platforms and 2) readiness of the U.S. Navy's aging sealift fleet.

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 transitioned the Defense Personal Property Program (DP3) to a centralized acquisition approach with 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 offensive alternatives to thwart potential adversarial activities.

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 \$8.4 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, which includes 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

TWCF Budget Analysis Overview

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

COST (\$ IN MILLIONS)	FY 2020	FY 2021	FY 2022
Air Mobility Command (AMC)	5,111	5,210	5,282
Surface Deployment and Distribution Command (SDDC)	1,299	1,600	1,382
Military Sealift Command (MSC)	960	999	1,020
Defense Courier Division (DCD)	4	6	8
USTRANSCOM Command Staff	349	468	702
Total	\$7,723	\$8,283	\$8,394

FY 2021 changes from the FY 2021 PB to the FY 2022 PB:

Total USTRANSCOM: Cost decreased in FY 2021 by \$525 million, major changes are listed below:

- (\$469) million – Pricing changes (commercial transportation and fuel)
- (\$32) million – Aircraft maintenance requirements
- (\$26) million – Facility maintenance (AMC ramps, terminals & hangars)
- (\$13) million – Other
- (\$12) million – IT operating
- \$27 million – Customer workload changes

Changes from FY 2021 in the FY22PB to FY 2022 in the FY 2022 PB:

Total USTRANSCOM: Cost increased in FY 2022 by \$111 million, major changes are listed below:

- (\$181) million – Customer workload changes
- (\$131) million – Command Staff Initiatives
- \$281 million – Pricing changes (Commercial Transportation, Fuel, General Purchase Inflation, Civilian Pay Raise, Aircraft Maintenance, and Depot Level Reparables)
- \$50 million – Ship maintenance requirements
- \$43 million – Aircraft maintenance requirements
- \$28 million – IT Operating
- \$14 million – Other
- \$7 million – Facility maintenance (AMC ramps, terminals, & hangars and Military Ocean Terminal-Sunny Point)

Revenue

REVENUE (\$ IN MILLIONS)	FY 2020	FY 2021	FY 2022
AMC	4,918	5,168	5,199
SDDC	1,518	1,348	1,309
MSC	1,063	1,088	994
DCD	3	5	4
USTRANSCOM Command Staff	468	559	616
Total	\$7,970	\$8,168	\$8,122

Revenue: Revenue estimates include rate revenue, reimbursable revenue, Airlift Readiness Account, and Service Level Bills. They are determined as follows:

- Rate revenue: Derived by using approved rates multiplied by various workload measures (i.e., flying hours, ton miles, tons, passengers, ship days, measurement tons, vehicles, etc.). In most cases, TWCF rates recoup budgeted costs and beginning AOR, consistent with standard Working Capital Fund guidelines.
- Reimbursable revenue: Includes Commercial airlift and sealift charters purchased by customers (charged based on recovery of contract costs).

- Airlift Readiness Account (ARA): As directed in the DoDFMR, Air Mobility Command’s channel airlift rates are set to compete with private sector rates, they do not cover the cost of the unique readiness requirements of military airlift operations. The Airlift Readiness Account (ARA) recoups the difference between channel system operating costs and benchmarked rate revenue, along with a small portion of military charters, plus/minus AOR.
- Service Level Bills (SLB): Port Readiness, Traffic Management, Global POV Contract - Vehicle Processing Center, and Transportation Management System

Disbursements, Collections, and Net Outlays

(\$ IN MILLIONS)	FY 2020	FY 2021	FY 2022
Disbursements	\$7,774	\$7,874	\$8,273
Collections	\$7,830	\$7,999	\$8,185
Net Outlays	-\$59	-\$125	\$88
Ending Cash Balance	\$528	\$654	\$566
Cash Lower Boundary	\$556	\$562	\$563
Cash Upper Boundary	\$1,154	\$1,175	\$1,199

FY 2021 USTRANSCOM CASH: The FY 2021 cash is projected to increase from \$528 million to \$654 million due to recovery of cost associated with COVID-19 and collection of prior year accounts receivables. The cash position assumes collection of \$611 million in ARA. USTRANSCOM cash balance continues to be within the Operating Range. If Air Force only funds \$399 million of the ARA requirement (current funding level with no reprogramming), then cash would be \$442 million.

FY 2022 USTRANSCOM CASH: The FY 2022 cash is projected to decrease from \$654 million to \$566 million due to decreased workload. USTRANSCOM cash balance is above the Operating Range. If Air Force only funds \$399 million for the FY 2021 of the ARA requirements, the cash would be \$354 million.

Customer Rate Changes

AMC RATE CHANGES	FY 2021	FY 2022
Channel Passenger	2.0%	1.9%
Channel Cargo	2.0%	5.4%
SAAM/JETP	-5.2%	- 0.9%
Training	-6.6%	+ 0.6%

MSC RATE CHANGES	FY 2021	FY 2022
Petroleum Tankerships	-34.0%	- 4.4%
Surge ROS	19.0%	-17.6%
Army Afloat Prepositioning	-5.0%	5.1%
Air Force Afloat Prepositioning	8.0%	-4.6%
Chartered Cargo	-73.0%	184.0%

SDDC RATE CHANGES	FY 2021	FY 2022
Port Operations	-27.0%	28.7%
Global Privately Owned Vehicle (POV)	-2.9%	-13.1%
Liner Ocean Transportation	-20.6%	16.1%

DCD RATE CHANGES	FY 2021	FY 2022
Pounds Delivered	13.3%	-25.5%

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) and Mobility Enterprise Information Service (MEIS).

- CAMPS continues the agile acquisition approach to ongoing development for Increment 1 Initial Operational Capability (IOC). IOC is projected to be FY24 with full development projected for FY25. The development includes Air Refueling Planning, Airlift Requirements Management, Airlift Planning, BarrelMaster (mission tasking), Iterative Planning, Enterprise Service Integration, Mission Scheduling Service, and presentation (display). IOC represents capabilities of the legacy CAMPS version 11x.
- 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.
- MEIS is a Service Oriented Architecture (SOA) solution which enhances data sharing and orchestrates event-driven activities supporting Mobility Air Force (MAF) missions managed under USTRANSCOM. MEIS continues development to support transition from MEIS 3.3.3 to MEIS 4 with Initial Operational Capability projected in 4Q/FY21. The development includes the final integration of Mission Components and Cross Domain Implementation. Projected FY21 deliverables include a robust SOA-compliant data store, refactored services to enhance cloud migration, support for mobile devices applications, enhanced mission partner services, and integration of additional core components driven by functional requirements.

TWCF Budget Analysis Overview

- Multiple programs are transitioning to commercial cloud and include the cost of shifting applications and big data to a cloud environment.

CIP (\$ IN MILLIONS)	FY 2020	FY 2021	FY 2022
Equipment	0.5	1.3	1.8
ADPE and Telecom Equip	5.0	11.5	5.5
Software Development	37.3	43.8	44.3
Minor Construction	4.5	6.1	14.3
Total	\$47.3	\$62.7	\$65.9

Manpower Trends

USTRANSCOM's staffing is comprised of approximately 73 percent military and 27 percent civilian. The efficient use of manpower for our components is integral to the success of USTRANSCOM's mission.

Military End Strength and Workyears*

	FY 2020	FY 2021	FY 2022
Army	201	216	215
Navy	147	154	154
Marine Corps	12	13	13
Air Force	12,312	12,027	12,037
Total Military End Strength	12,672	12,410	12,419
Total Military Work-years	12,588	12,442	12,456

*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

	FY 2020	FY 2021	FY 2022
U.S. Direct Hire	3,602	3,921	3959
Foreign National Direct Hire	264	287	287
Foreign National Indirect Hire	275	304	304
Total Civilian End Strength	4,141	4,512	4,550

Civilian Full-Time Equivalents

	FY 2020	FY 2021	FY 2022
U.S. Direct Hire	3,528	3,921	3,957
Foreign National Direct Hire	259	287	287
Foreign National Indirect Hire	273	304	304
Total Civilian FTEs	4,060	4,512	4,548

United States Transportation Command

	Expenses
FY2020 Estimated Actuals	\$7,723.4
FY2021 Estimate in President's Budget	\$8,808.1
Estimated Impact in FY2021 Actual FY2020 Experience	\$0.0
Pricing Adjustments:	(\$469.5)
a. FY2021 Pay Raises	(\$0.8)
(1) Civilian Personnel	(\$0.8)
(2) Military Personnel	\$0.0
b. Annualization of Prior Year Pay Raises	\$0.7
(1) Civilian Personnel	\$0.7
(2) Military Personnel	\$0.0
c. Fuel Pricing	(\$272.9)
d. General Purchase Inflation	(\$4.1)
e. Depot Level Repairables Changes	\$13.9
f. Commercial Transportation Pricing Changes	(\$201.3)
g. Aircraft Maintenance Price changes	(\$5.0)
Productivity Initiatives & Other Efficiencies:	\$0.0
a. Headquarters Reductions	\$0.0
Program Changes:	(\$55.7)
a. Aircraft Maintenance Changes	(\$31.8)
b. Other	(\$24.7)
c. Workload Changes	\$27.1
d. Ship Maintenance Changes	\$0.0
e. Container Detention changes	\$0.0
f. Facility Maintenance	(\$26.3)
g. Command Initiatives	\$0.0
FY2021 Current Estimate	\$8,282.9

Fund 2
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

	Expenses
FY2021 Current Estimate	\$8,282.9
Pricing Adjustments:	\$280.9
a. FY2022 Pay Raises	\$10.8
(1) Civilian Personnel	\$10.4
(2) Military Personnel	\$0.4
b. Annualization of Prior Year Pay Raises	\$1.9
(1) Civilian Personnel	\$1.9
(2) Military Personnel	\$0.0
c. General Purchase Inflation	\$27.4
d. Aircraft Maintenance Changes	\$17.3
e. Commercial Transportation Pricing Changes	\$132.3
f. Depot Level Repairables Changes	\$12.6
g. Fuel Pricing	\$78.6
Productivity Initiatives & Other Efficiencies:	\$0.0
a. Fuel Efficiencies due to Information Technology Initiatives	\$0.0
b. Fuel Efficiencies due to Policy	\$0.0
c. Cost Efficiencies	\$0.0
d. Headquarters Reductions	\$0.0
Program Changes:	(\$169.7)
a. Other	\$41.8
b. Aircraft Maintenance Changes	\$43.2
c. Workload Changes	(\$181.1)
d. Ship Maintenance Changes	\$50.0
e. Facility Maintenance	\$7.5
f. Command Initiatives	(\$131.1)
FY2022 Estimate	\$8,394.1

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

	FY2020	FY2021	FY2022
1. New Orders			
a. Orders From DOD Components:	6,673.8	6,950.8	6,992.7
Total Air Force	2,292.3	2,425.2	2,476.2
Military Personnel	128.5	135.8	77.3
Aircraft Procurement	.4	.0	.3
Missile Procurement	.2	.0	.0
Other Procurement	12.8	14.2	14.1
Operations & Maintenance	1,948.0	2,046.7	2,095.9
Operations & Maintenance - ANG	1.6	1.3	1.4
Operations and Maintenance - AFRES	151.7	178.1	181.5
RDT&E	6.2	6.1	6.0
Other	42.9	43.0	99.7
Army	2,402.9	2,397.2	2,494.8
Military Personnel	148.9	154.2	73.4
Aircraft Procurement	2.0	2.1	2.1
Missile Procurement	.0	.0	.0
Other Procurement	10.0	4.7	9.1
AAFES	37.4	108.4	113.8
Operations and Maintenance	2,137.4	2,070.0	2,162.1
NG, O&M	12.0	9.5	10.6
Army Reserve	1.5	.7	.7
RDT&E	13.4	8.4	8.2
Other	40.3	39.2	114.8
Navy	1,085.1	1,110.2	1,001.4
Military Personnel	373.9	364.6	335.9
Aircraft Procurement	.2	.0	.0
NEXCOM	.0	.4	.4
Operations and Maintenance	371.1	390.6	365.7
NG, O&M	.0	.0	.0
NDSF	286.0	314.1	208.5
RDT&E	.2	.0	.0
Other	53.7	40.5	90.9
Marine Corps	268.9	284.5	288.1
Military Personnel	11.4	12.2	8.8

Fund 11
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

	FY2020	FY2021	FY2022
MCEX	.0	.0	.0
Operations and Maintenance	250.3	265.4	259.0
Other	7.2	6.9	20.3
OSD	624.6	733.9	732.2
Operations and Maintenance	563.5	664.7	667.7
JCS	54.6	102.1	104.6
SOCOM	404.9	462.1	459.5
Health Affairs	29.8	29.2	28.9
NSA	1.0	2.3	1.0
DIA	.0	.0	.0
DMA	.0	.0	.0
Other	73.2	67.9	72.6
DLA (Non-WCF)	.0	1.1	1.1
DTS-PMO	.0	.0	.0
DSCA	.0	.0	.0
Procurement	.3	1.1	1.2
Other	60.8	68.1	63.3
b. Orders From Other Fund Activity Groups	1,007.1	982.7	873.1
DECA	11.3	12.7	12.3
DLA	237.8	52.2	89.1
Other Orders	758.0	917.8	771.7
c. Total DOD	7,680.9	7,933.5	7,865.8
d. Other Orders	289.1	234.2	256.0
Other Federal Agencies	69.8	65.5	65.3
Trust Fund	10.1	10.1	9.1
Non Federal Agencies	6.2	6.4	12.5
Foreign Military Sales	203.0	152.2	169.1
Total New Orders	7,970.0	8,167.7	8,121.8
2. Carry-In Orders	.0	.0	.0
3. Total Gross Orders	7,970.0	8,167.7	8,121.8
4. Funded Carryover	.0	.0	.0
5. Total Gross Sales	7,970.0	8,167.7	8,121.8

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) 2022
Budget Estimates
May 2021

United States Transportation Command

	FY2020	FY2021	FY2022
Revenue			
Gross Sales	7,970.0	8,167.7	8,121.8
Operations	7,933.6	8,107.9	8,060.2
Capital Surcharge	.0	.0	.0
Cash Surcharge	.0	.0	.0
Depreciation excluding Maj Const	36.4	59.8	61.6
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
Total Income:	7,970.0	8,167.7	8,121.8
Expenses:			
Salaries and Wages:			
Military Personnel Compensation & Benefits	42.9	43.4	42.4
Civilian Personnel Compensation & Benefits	448.3	471.5	484.6
Travel and Transportation of Personnel	72.5	86.9	87.9
Materials and Supplies (For internal operations)	1,095.5	1,064.4	1,172.6
Equipment	8.8	5.6	6.1
Other Purchases from Revolving Funds	134.2	204.1	203.7
Transportation of Things	3,954.1	4,296.2	4,240.8
Depreciation - Capital	36.4	59.8	61.6
Printing and Reproduction	.0	.1	.1
Advisory and Assistance Services	39.2	65.3	57.1
Rent, Comm, Utilities and Misc Charges	35.4	51.1	54.1
Other Purchased Services	1,856.1	1,934.5	1,983.1
Total Expenses	7,723.4	8,282.9	8,394.1
Operating Result	246.6	(115.2)	(272.3)
Less Capital Surcharge Reservation	.0	.0	.0
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.0	.0	.0
Other Changes (NOR)	2.6	.0	.0
Net Operating Result	249.2	(115.2)	(272.3)
Beginning AOR	225.6	291.6	272.3
Prior Year Adjustments	(183.2)	.0	.0
Other Changes Affecting AOR	.0	.0	.0
Accumulated Operating Result	291.6	176.4	.0
Non-Recoverable Adjustment Impacting AOR	.0	95.9	.0
Accumulated Operating Result for Budget Purposes	291.6	272.3	.0

***AIR FORCE
WORKING CAPITAL FUND***



U.S. AIR FORCE

CAPITAL BUDGET

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Fund 9A
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG

Line Number	Item Description	FY2020		FY2021		FY2022	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	EQUIPMENT	45	135.220	48	163.055	27	131.016
	Maintenance Division	45	135.220	48	163.055	27	131.016
	Supply Division	0	0.000	0	0.000	0	0.000
	ADPE & TELECOM	2	7.794	1	1.619	3	7.550
	Maintenance Division	2	7.794	1	1.619	3	7.550
	Supply Division	0	0.000	0	0.000	0	0.000
	SOFTWARE DEVELOPMENT	1	8.300	1	7.209	1	16.616
	Maintenance Division	1	8.300	1	7.209	1	16.616
	Supply Division	0	0.000	0	0.000	0	0.000
	MINOR CONSTRUCTION	4	9.418	5	17.292	3	16.640
	Maintenance Division	4	9.418	5	17.292	3	16.640
	Supply Division	0	0.000	0	0.000	0	0.000
	TOTAL	52	160.732	55	189.175	34	171.822
	Capital Outlays (above threshold)		162.897		174.582		183.316
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		162.897		174.582		183.316
	Total Depreciation Expense		172.174		190.563		180.155

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT WSS				Activity Identification HQ AFMC		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	58,505.9	58,505.9	1	88,322.5	88,322.5	1	75,956.2	75,956.2
Total	1	58,505.9	58,505.9	1	88,322.5	88,322.5	1	75,956.2	75,956.2
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. \$6M has been allocated for Temporary Fabric Hangars (WSS) to accompany the ramp expansion to support the B-52 re-engine efforts.</p>									
Economic Analysis									
An Economic Analysis was completed and is on file. EA Waiver has been obtained for the Ramp Expansion (Minor Con) and Temporary Fabric Hangars (WSS).									
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. -The B-52 fleet will undergo a major modernization effort in conjunction with PDM starting in FY25 requiring additional dock space at OC-ALC. Current dock and ramp constraints are inadequate to support B-52 modernization efforts stressing the need for an expansion of the Ramp (Minor Construction) and the procurement of temporary Fabric Hangars (WSS).</p>									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	76,713.8	76,713.8	1	74,732.0	74,732.0	0	55,060.0	55,060.0
Total	1	76,713.8	76,713.8	1	74,732.0	74,732.0	0	55,060.0	55,060.0
Narrative Justification:									
Description									
<p>This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, 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>									

Fund 9B
(Dollars in Thousands)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

Department of the Air Force Depot Maintenance			Line No. & Item Description ADPE & TELECOM				Activity Identification HQ AFMC		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	7,794.0	7,794.0	1	1,619.0	1,619.0	0	7,549.7	7,549.7
Total	1	7,794.0	7,794.0	1	1,619.0	1,619.0	0	7,549.7	7,549.7
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) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	8,300.0	8,300.0	1	7,209.0	7,209.0	1	16,616.0	16,616.0
Total	1	8,300.0	8,300.0	1	7,209.0	7,209.0	1	16,616.0	16,616.0
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) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	9,418.5	9,418.5	1	17,292.0	17,292.0	1	16,640.0	16,640.0
Total	1	9,418.5	9,418.5	1	17,292.0	17,292.0	1	16,640.0	16,640.0
Narrative Justification:									
Description									
This category includes an array of minor construction projects that allows flexibility in adapting to new and changing workloads. Projects are small scale (costing between \$250,000 and \$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. \$5M of Minor Construction has been allocated for the concrete Ramp Expansion to accompany the Temporary Fabric Hangars (WSS) to support the B-52 re-engine efforts.									
Economic Analysis									
An Economic Analysis was completed and is on file. EA waiver was obtained for the Ramp Expansion (MC) and temporary Fabric Hangars (WSS).									
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. The B-52 fleet will undergo a major modernization effort in conjunction with PDM starting in FY25 requiring additional dock space at OC-ALC. Current dock and ramp constraints are inadequate to support B-52 modernization efforts stressing the need for an expansion of the Ramp (Minor Construction) and the procurement of temporary Fabric Hangars (WSS).									

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

CSAG - Maintenance Division

Major Category	<u>Initial Request</u>	<u>Current Proj Cost</u>	<u>Approved Change</u>	<u>Explanation</u>
Non-ADPE	128.630	135.220	6.590	increase driven by reprioritization of WSS and Test projects to be in line with available funding/depreciation.
ADPE and Telcom	7.794	7.794	0.000	
Software Development	15.430	8.300	-7.130	decrease driven by a reduction in AFMC directed MROi requirement.
Minor Construction	2.886	9.418	6.533	increase driven by requirement to fund 2 MC projects at WR.
Total FY2020	154.740	160.732	5.992	
Non-ADPE	163.055	163.055	0.000	
ADPE and Telcom	1.619	1.619	0.000	
Software Development	7.209	7.209	0.000	
Minor Construction	17.292	17.292	0.000	
Total FY2021	189.175	189.175	0.000	
Non-ADPE	131.016	131.016	0.000	
ADPE and Telcom	7.550	7.550	0.000	
Software Development	16.616	16.616	0.000	
Minor Construction	16.640	16.640	0.000	
Total FY2022	171.822	171.822	0.000	

Fund 9A
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

Line Number	Item Description	FY2020		FY2021		FY2022	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.0		0.5		0.5
	Equipment-SDDC		0.5		0.8		1.3
	Subtotal		0.5		1.3		1.8
B.	ADPE/Telecomm						
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.0		1.0		0.4
	Int Data Environ/Global Trans Net Converg (IGC)		0.0		3.3		0.0
	Local Area Network (USTRANSCOM LAN)		5.0		5.7		3.2
	Objective Wing Command Post (OWCP)		0.0		1.5		0.0
	618 Air Operations Center (618AOC)		0.0		0.0		1.9
	Subtotal		5.0		11.5		5.5
C.	Software Development						
	Analysis of Mobility Platform (AMP)		3.0		3.4		3.4
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.5		1.4		1.5
	Defense Personal Property System (DPS)		10.9		14.0		14.3
	Joint Flow & Analysis Sys for Trans (JFAST)		0.0		1.6		0.0
	Single Mobility System (SMS)		1.4		1.4		0.0
	Joint Mobility Control Group (JMCG-C4S)		0.0		0.6		0.7
	Consolidated Air Mobility Planning System (CAMPS)		10.7		9.8		8.8
Mobility Enterprise Information Services (MEIS)		6.2		4.6		0.0	

Fund 9A United States Transportation Command

Fund 9A
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

Line Number	Item Description	FY2020		FY2021		FY2022	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Dynamic Mission Replanning (DMR)		0.0		0.0		10.8
	Integrated Booking System (IBS)		4.7		4.8		4.9
	Integrated Computerized Deploy Sys (ICODES)		0.0		2.2		0.0
	Subtotal		37.3		43.8		44.3
D.	Minor Construction						
	Minor Construction-AMC		3.4		3.8		8.2
	Minor Construction-SDDC		1.1		2.3		6.1
	Subtotal		4.5		6.1		14.3
	GRAND TOTAL		47.3		62.7		65.9
	Capital Outlays (above threshold)		95.0		80.3		25.4
	Capital Outlays (below threshold)		0.0		0.0		0.0
	Total Capital Outlays		95.0		80.3		25.4
	Total Depreciation Expense		36.4		59.8		61.6

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	0.0	0.0	0	500.0	500.0	0	500.0	500.0
Total	0	0.0	0.0	0	500.0	500.0	0	500.0	500.0
Narrative Justification:									
Description									
Funds are used to support Base Procured Investment Equipment for flight line maintenance.									
Mission Benefits									
Funds allow for the procurement of one time purchases to replace/procure new equipment.									
Deliverables									
Will be based on requirements approved for replacement or procurement of new equipment.									
Economic Analysis									
Economic Analysis (EA) are completed for individual projects that qualify.									
Impact									
Without these funds, wings would not be able to procure needed replacement items. These funds are required to support one-time requirements for equipment that is becoming obsolete and logistically unsupportable. With a certified EA, it is verified that these capital items meet requirements as a replacement item and result in improved efficiency and capability.									
Software									
Not Applicable.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	518.0	518.0	0	800.0	800.0	0	1,300.0	1,300.0
Total	0	518.0	518.0	0	800.0	800.0	0	1,300.0	1,300.0
Narrative Justification:									
Description									
The Military Ocean Terminal Sunny Point (MOTSU) is the premier Department of Defense (DOD) ammunition terminal and is considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commanders (CDRs) around the world. It is relied upon to maintain a high optempo consisting of ammunition resupply missions and Preposition Operations (prepo).									
Mission Benefits									
Various types and categories of equipment are needed for operations and safety. Equipment is scheduled for periodic replacement as service lives are reached and equipment becomes uneconomical to repair.									
Deliverables									
FY20: Forklift 36K FY21: Material Handling Equipment									
Economic Analysis									
Economic Analysis (EA) are completed for individual projects that qualify.									
Impact									
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.									
Software									
Not Applicable.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	3,029.0	3,029.0	0	3,366.0	3,366.0	0	3,442.0	3,442.0
Total	0	3,029.0	3,029.0	0	3,366.0	3,366.0	0	3,442.0	3,442.0
Narrative Justification:									
Description									
AMP is an end-to-end modeling and simulation environment which supports joint collaborative programmatic analysis, planning execution analysis, experimental planning, execution analysis and peacetime operations. AMP allows mobility analysts to provide multi-level detailed analyses to support Department of Defense (DoD) mobility analytical studies. AMP serves as a platform to support futuristic programmatic studies and analyses such as mobility requirements studies and quadrennial defense reviews; it also has implications for component and Combatant Command (CCMD) planners and area of responsibility Directors of Mobility Forces (DIRMOBFOR). The current shortcomings in the AMP modeling and simulation capabilities include a lack of efficient communication between models and heuristic based optimization. Capabilities include: (1) integration of a more fault-tolerant (robust) optimization network design and scheduling; (2) greater fidelity in the representation of the Joint Deployment Distribution Enterprise (JDDE) in support of DoD's analytic agenda and other programmatic analysis responsibilities; and (3) development of the capacity and ability to rapidly assess transportation courses of action in support of USTRANSCOM's operational applications.									
Mission Benefits									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, stochastic optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning. Modeling enhancements of Intermodal Operations, Ammunition Distribution, Inland Waterways Routing, Petroleum, Oil, and Lubricant (POL) terminals, and improved routing schedule will support DoD's analytic agenda for current and future programmatic studies. These modeling enhancements will provide greater insight and modeling detail in evaluating deployment and distribution resource requirements to support National Command Authority (NCA) planning initiatives. These benefits directly support the CCMDs, DIRMOBFOR, and mobility planners. 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.									
Deliverables									
FY20-Plan to achieve Increment V IOC for ETEM III; Began development of Phase 1 transition of ETEM V which improves users ability to conduct qualitative comparative analysis to better understand performance differences among multiple AMP runs FY21-Design and Development for Increment V, System Network and Schedule Optimization, System Programmatic Analysis, System Operational Applications, and System Seaport & Airport Analysis; AMP Planning and Scheduling Algorithm Modernization 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 FY22-Continue development of Phase II of ETEM V; Cognitive data visualization capability; Continue development of data output modernization to include developing and implementing AMP input and output data structures and supporting capability									
Economic Analysis									
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.									
Impact									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide a Modeling and Simulation environment of interoperable, collaborative models and execution systems capable of providing accurate and consistent answers at the required breadth and depth of the Defense Transportation System (DTS) problem space. Without this investment, the integration of essential elements of analysis into a homogeneous, seamless, all-inclusive environment that ultimately represents the JDDE to the most effective and efficient level of fidelity possible is negatively impacted.									
Software									
No license fees are associated with this investment.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	10,696.0	10,696.0	0	9,845.0	9,845.0	0	8,780.0	8,780.0
Total	0	10,696.0	10,696.0	0	9,845.0	9,845.0	0	8,780.0	8,780.0
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									
FY20 and FY21-Continued working towards completion of applications development for Increment I Initial Operating Capability projected to be completed in FY22; Initial Operating Capability consists of Air Refueling Planning, Airlift Requirements Management, Airlift Planning, Barrelmaster (mission tasking), Iterative Planning, and Enterprise service integration; IOC represents capabilities of the legacy CAMPS version 11x FY22-Continue working towards FY20 and FY21 development and Mission Scheduling Services development effort to satisfy automated planning and re-planning requirements									
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)

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	959.0	959.0	0	417.0	417.0
C. Software Development	0	481.0	481.0	0	1,422.0	1,422.0	0	1,451.0	1,451.0
Total	0	481.0	481.0	0	2,381.0	2,381.0	0	1,868.0	1,868.0
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									
FY20-Engineering support for USTRANSCOM Common Development Environment v3.0 which is a government provided, secured software development environment for multiple Program of Records FY21 and FY22-Capital Software will provide design and engineering support of the overall USTRANSCOM cloud environment that includes strategic planning, architecture development, DevSecOps strategy, technical strategy, and enterprise systems engineering; Capital Hardware is to support the Virtualized Compute and Storage Area Network infrastructure supporting the Common Development Environment									
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) 2022
Budget Estimates
May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	10,890.0	10,890.0	0	14,006.0	14,006.0	0	14,286.0	14,286.0
Total	0	10,890.0	10,890.0	0	14,006.0	14,006.0	0	14,286.0	14,286.0
Narrative Justification:									
Description									
<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>									
Mission Benefits									
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.									
Deliverables									
<p>FY20-Continued to defined, developed, and tested capabilities using agile software methodology for the MilMove prototype to production; demonstrated the ability of the prototype to effectively and efficiently support a significant number of CONUS household good moves; Added an interface to Increment 3 (legacy codebase) for user authentication so users can be directed to the appropriate version of DPS; Refined requirements for system accreditation</p> <p>FY21-Respond to changes in the Personal Property overarching acquisition strategy using a single award contract; Convert MilMove prototype system to a FAR-based contract designed to fully support the overarching DPS objectives; Develop the on-boarding, invoicing, and other key capabilities needed to support the DP3 objectives</p> <p>FY22-Incorporate the remaining capabilities and functions to include the ability to support Overseas shipments, expanded invoicing, and claims; Hosting cost for Cloud</p>									
Economic Analysis									
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.									
Impact									
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.									
Software									
-No Capital licensing fees									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	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	10,829.0	10,829.0
Total	0	0.0	0.0	0	0.0	0.0	0	10,829.0	10,829.0
Narrative Justification:									
Description									
Dynamic Mission Re-planning (DMR) is a transportation initiative designed to enhance the 618th Air Operations Center, Tanker Airlift Control Center's (618 AOC TACC) ability to re-plan strategic airlift missions. DMR enhances the effectiveness and efficiency of missions in the execution phase (24 hours prior to the mission's initial departure from home station through mission completion) by providing a capability to recognize and react to a potential problem or event, to automatically assess the significance of the event, recognize down 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.									
Mission Benefits									
DMR enhances re-planning process during execution, automatically identify and visualize multi-mission conflicts, identify Courses of Actions (COAs) and communicate updates to the field. Recognize and react to potential problems or events and improve on-time performance of airlift missions. The main benefit provided by DMR implementation is an increase in operational flexibility. This project is estimated to produce an initial 0.32 cost avoidance to investment ratio for the 10 year analysis presented. Fuel savings and transportation efficiencies are expected to provide a significant ROI, however analysis was not undertaken at initial concept and will not be completed until DMR operational metrics are available for comparison. - DoD									
Strategic Objective is 007SO18269 (Enhance information technology and cybersecurity capabilities).									
Deliverables									
Development:									
- Development in FY22 will support Mission Scheduling Service (MSS) Development Effort									
- Phase 2 Multi-Aircraft Timeline									
Economic Analysis									
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.									
Impact									
If DMR funds are not received, degrades AMC ability to effectively replan aircraft missions. Current Re-Planning COA Development takes up to 2 hours and has no effective way of visualizing all mission execution factors with concern for potential waste of fuel, aircrew, and aircraft resources.									
Software									
No license fees are associated with this investment.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
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)

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Integrated Computerized Deploy Sys (ICODES)				Activity Identification SDDC		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	2,244.0	2,244.0	0	0.0	0.0
Total	0	0.0	0.0	0	2,244.0	2,244.0	0	0.0	0.0
Narrative Justification:									
Description									
ICODES is a fully integrated information system that provides multi-modal load planning capabilities to Department of Defense (DoD) Agencies and Services. The combined functionality of ship, air, truck, rail, and yard planning services provides commanders, planners, and operators with a single platform capable of producing and evaluating load plans and alternative actions for various sized units, employing various modes of transportation, in support of peacetime or wartime operations. ICODES consumes cargo and passenger information from a variety of DoD manifesting systems and, in return, provides load planning, report generation, and forecasting services to USTRANSCOM and its components commands, DoD customers, and other authorized users.									
Mission Benefits									
ICODES enables users to track cargo stowage for air, ocean, rail, and truck in a single system that affords the capability of one time entry of data. It enables the joint community to easily create, exchange and interpret cargo movement plans through a single software application. Other features assist users by providing high quality alternative solutions to complex load planning problems									
Deliverables									
FY21: Refactoring the Sea Service Deployment Module to provide Army with an advance Unit Move Capability. This allows the Army better support force planning and projection utilizing the Joint Operation Planning and Execution System (JOPES) process. It also enables Multi-Domain Operations for the Joint Force on the future battlefield.									
Economic Analysis									
Certified 15 Jun 2010.									
Impact									
If not funded, developer will retain the ownership of the proprietary code. Operating cost will continue to rise unchallenged in a competitive market and ICODES contract will be restricted to sole provider for services.									
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) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Int Data Environ/Global Trans Net Converg (IGC)				Activity Identification Command Staff		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	3,264.0	3,264.0	0	0.0	0.0
Total	0	0.0	0.0	0	3,264.0	3,264.0	0	0.0	0.0
Narrative Justification:									
Description									
IGC is an Enterprise Data Warehouse and is USTRANSCOM's System of Record for Asset Visibility(AV) and in-Transit Visibility (ITV). FY18 Capital Investment will be used to purchase new equipment/software to refresh/upgrade the IGC TERADATA equipment/systems located at the DISA DECCs providing maintenance to the system (and a more secure and increased operational performing database utilized to provide war fighters access to DOD AV and ITV). The system provides real-time Web-based processing of transportation movement data of DOD Assets worldwide, collecting data from multiple supple and transportation systems involved in the procurement and movement of DOD equipment, supplies and personnel. The usable data is maintained within the TERADATA portion of the IGC system and is critical to the operational capability.									
Mission Benefits									
GC provides global tracking of DOD equipment, supplies and personnel transiting throughout the USTRANSCOM enterprise, including data on items shipped by commercial contract vendors. Users are able to follow/monitor movement of items throughout the transportation system, allowing visibility into when a shipment may be expected to arrive and where shipments are located at any given point in time. Benefits include the ability to avoid multiple purchases and shipments of like items by visibly tracking requested, stored and shipped items, and the ability to develop plans of actions based on projected receiving dates.									
Deliverables									
FY21: Technical Refresh of teradata hardware equipment in support of operational capabilities. It includes the support required to set up the new equipment and databases and transition the system through testing (migration of the existing data) into the GovCloud operational phase and shutdown of the existing Defense Enterprise Computing Center equipment. This effort will required support from multiple agencies and is required for the sustainment of the operational capabilities of IGC, ensuring continued performance until the command completes the cloud migration effort									
Economic Analysis									
An Economic Analysis is not required.									
Impact									
Without the continual maintenance of the system increased downtime, poor performance, extended outages and total collapse of the system become real risk – increasing exponentially overtime. This action is prudent to the maintenance of the system and will help to mitigate the risks as the system ages.									
Software									
No license fees are associated with this investment.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Integrated Booking System (IBS)				Activity Identification SDDC		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,656.0	4,656.0	0	4,755.0	4,755.0	0	4,850.0	4,850.0
Total	0	4,656.0	4,656.0	0	4,755.0	4,755.0	0	4,850.0	4,850.0
Narrative Justification:									
Description									
The Integrated Booking System (IBS) is the lead execution system of the Defense Transportation System (DTS) for the global shipment of ocean cargo in support of all wars, major contingencies and humanitarian relief operations where our military forces are deployed as well as sustainment of forces worldwide. The IBS consists of the following applications: Carrier Analysis and Rate Evaluation 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.									
Mission Benefits									
IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command & control and distribution mission by providing automated tools to support rapid, effective and efficient projections of power CONUS and OCONUS. IBS provides end-to-end distribution and visibility of Department of Defense (DOD) cargo from time of request 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.									
Deliverables									
FY20-Continued to 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; Implemented new rates in support of the Universal Service Contract 9 (USC9) and Guantanamo Bay Cuba Contracts; Implemented the capability to update and automatically reprice bookings and obligation records when a change to a booking has occurred; Migrated to the Cloud FY21 and FY22-Support cargo booking in the payment process and meet the Financial Improvement and Audit Readiness; Decompose booking capabilities into decoupled information and application services to support Enterprise re-use; Implementation of Ocean transportation contracts and contractual obligations to support the Universal Service Contract 9 and Guantanamo Bay Cuba contracts									
Economic Analysis									
Certified 15 Jun 10.									
Impact									
If not funded, IBS will be unable to support United States Transportation Command's and SDDC's mission to provide efficient and cost effective projection of forces; nor provide improved end-to-end joint deployment and distribution. Specifically, maintenance, new software development, and independent verification and validation contracts supporting ocean contract management and sealift requirement processing will terminate. Without commercial contract support, IBS will not be able to function and DOD ocean cargo movement would not be supported by an automated system. In addition, pricing and processing of electronic carrier feeds will no longer maintain valid information requiring manual payment intervention by SDDC booking offices.									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	1,586.0	1,586.0	0	0.0	0.0
Total	0	0.0	0.0	0	1,586.0	1,586.0	0	0.0	0.0
Narrative Justification:									
Description									
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).									
Mission Benefits									
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.									
Deliverables									
FY21-Provide stand-alone version of Modernized JFAST for use on secure plans in a secure environment; Complete the transition to the Secret Internet Protocol Router Network; Provide a separate virtualized training versus test environment; Provide enhancements to modernized JFAST to include changes to reports, modernized scheduler, and sustainment generator for the multi-nodal/multi-modal modeling algorithms; Update and upgrade the virtual server environment so that the supporting technology stack on pre-production, testing, training, and production environments are all current; Support Plan Modeling and transportation feasibility certification on the Joint Worldwide Intelligence Communication Systems; Complete Risk Management Framework Ability To Operate accreditation									
Economic Analysis									
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.									
Impact									
Without JFAST Modernization, continuation of JFAST as a viable system is in jeopardy, due to the 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.									
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) 2022
 Budget Estimates
 May 2021

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	643.0	643.0	0	656.0	656.0
Total	0	0.0	0.0	0	643.0	643.0	0	656.0	656.0
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									
FY21 and FY22-Modernized the interface between the Joint Planning and Execution System and the Joint Mobility Control Group System									
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)

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Local Area Network (USTRANSCOM LAN)				Activity Identification Command Staff		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	4,987.0	4,987.0	0	5,746.0	5,746.0	0	3,202.0	3,202.0
Total	0	4,987.0	4,987.0	0	5,746.0	5,746.0	0	3,202.0	3,202.0
Narrative Justification:									
Description									
<p>USTRANSCOM Local Area Network (LAN) a critical system supporting the Command and Control (C2) communications of the USTRANSCOM Commander and his staff. It is comprised of ~ 6000 distinct personal computers, numerous servers and routers, a multitude of switches, and the hardware and software infrastructure comprising the classified and unclassified LANs at the USTRANSCOM command site on Scott AFB, IL. This program supports the following activities: Upgrade of network infrastructure to support increasing bandwidth, service, systems and reliability requirements. Server upgrades, network router and switch upgrades, cable installation, network component upgrades, and wide area network connectivity with component commands. Upgrade of standard server Commercial-off-the-Shelf (COTS) products. Provides worldwide Joint Deployment and Distribution Environment (JDDE) theater-centric Command, Control, Communications and Computers (C4) infrastructure baseline assessments, engineering and documentation. Provides hardware and system installation support. Provides studio and portable Video 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>FY20-Hyper-converged infrastructure that combined common data hardware using locally attached resources with intelligent software; Upgraded USTRANSCOM Virtual Private Network to accommodate the increase in teleworking personnel; Upgraded the Riverbed and Gigamon solutions to enhance network and application performance management; Upgraded network switches that included 27 Cisco Catalyst equipment and 27 zero-touch devices FY21-End-of-Life technical refresh that includes Secret Internet Protocol Router Network switches, Adaptive Security Appliance Virtual Private Network (VPN) devices that combined firewall, antivirus, intrusion prevention, and VPN capabilities; Upgrade USTRANSCOM Wireless Fidelity (WiFi) infrastructure; Renewal of network infrastructure hardware maintenance FY22-End-of-Life technical refresh that includes upgrading the Joint Enabling Capability Command infrastructure and Enterprise Voice over Internet Protocol (ECVOIP)</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) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	6,177.0	6,177.0	0	4,590.0	4,590.0	0	0.0	0.0
Total	0	6,177.0	6,177.0	0	4,590.0	4,590.0	0	0.0	0.0
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									
FY20 and FY21-Continued development to support transition from MEIS 3.3.3 to MEIS 4 in order to support Initial Operational Capability in fourth quarter FY2021. Completion of the cross domain solution will be supported with MEIS development until Full Deployment in fourth quarter FY2021. Additional development may be required to support the Consolidated Air Mobility Planning System (CAMPS) Increment 1 development.									
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 associates with this investment.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Objective Wing Command Post (OWCP)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	1,522.0	1,522.0	0	0.0	0.0
Total	0	0.0	0.0	0	1,522.0	1,522.0	0	0.0	0.0
Narrative Justification:									
Description									
This requirement is needed to replace the current Command Post Console systems at each OCONUS AMCC. The system assures base C2 capabilities through voice recording and radio communications with mobility aircrews, emergency personnel, and key leadership. This technical refresh will replace the current Unify equipment that is EOL and must be replaced.									
Mission Benefits									
OWCP provides C2 capabilities to AMCCs at three OCONUS locations. Command Post personnel utilize the OWCP system to communicate with aircrews, host base personnel, emergency services, and Wing leadership. The technical refresh will optimize voice communications by reducing system outages caused by the current EOL equipment. The technical refresh will provide telephone and radio conferencing, voice recording, increased uninterruptable power run time, and updated controller consoles through high-availability services at primary and alternate facilities.									
Deliverables									
FY21-Provide Technical Refresh for critical Command and Control equipment for Command Post operators at three Air Mobility Command Centers at Rota Spain, Ramstein Germany, and Hickam Hawaii thru voice to radio integration, voice recording, and air-to-ground radio communication between Mobility crews and Command Posts									
Economic Analysis									
An economic analysis is not required.									
Impact									
Without the technical refresh of existing equipment, system inefficiencies or failures may cause progressive and/or catastrophic equipment damages that will reduce C2 capability. This would be detrimental to air mobility operations in support of USTRANSCOM missions.									
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) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Single Mobility System (SMS)				Activity Identification Command Staff		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,402.0	1,402.0	0	1,358.0	1,358.0	0	0.0	0.0
Total	0	1,402.0	1,402.0	0	1,358.0	1,358.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>SMS provides USTRANSCOM's Command and Control (C2) capability and augments the multi system environment currently used for assigning missions. Using its automated C2 system interfaces, SMS significantly reduces the amount of offline interface required between C2 agencies and broadens the range of information available to users as decision makers.</p> <p>SMS improves the flow of mobility mission information from the transportation components to USTRANSCOM, aiding in the decision making process. Exposure of web services and the integrated sealift scheduling tool reduce the analytic burden on users created by having to manually synthesize data. The exposure of web services afford the operator user more readily available access to critical SMS applications; thereby, facilitating improved operations for mission accomplishment. The sealift scheduling tool improves the commands strategic decision making by integrating currently stove piped systems into a single application to improving data quality, timeliness and visibility of current status.</p>									
Mission Benefits									
<p>Sealift Scheduling: Through creation of a single integrated sealift scheduling and execution monitoring tool suite, TCC collaboration will provide the TCJ3 Fusion Center better awareness and visibility of sealift requirements/vessel activity. The integrated sealift scheduling process will provide situational awareness and understanding of requirements during the planning and execution to support the command's strategic decision making processes for sealift and multi-modal operations.</p> <p>Web Services: Users require the capability to employ common SMS applications to perform deployment and distribution planning and execution monitoring, multi-modal lookup to determine movement closure at the Transportation Control Network level and report generation. Exposure of web services will enable users to exploit existing SMS applications, improving efficiency of business operations through shared application information. These web services will provide data that is accessible, discoverable and usable to enhance strategic decision making.</p>									
Deliverables									
<p>FY20-Converted the Joint Operational Support Airlift Center (JOSAC) application to Sencha and integrated with JOSAC Mission Board and data services; Incorporated user experience gaps in the existing Global Transportation Planning System; Integrated automated information discovery services with a user interface with permissions to make changes to the underlying ontology rules and taxonomy; Added Force Protection Tracker timeline of integrated air, land, and sea movement; Provided data exchange between Force Movement Tracker, Transportation Integration Planning Suite, Surface Task Order, and Force Projection Tracker</p> <p>FY21-Incorporate the remaining user experience gaps in the existing Global Transportation Planning System; Integrate Geospatial Data Services; Provide Event Manager Services to Force Protection Tracker for Mission Assurance Surface Data Services; Convert remaining applications to Sencha</p>									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Economic Analysis
The SMS EA, dated 18 January 2017, addressed TWCF Capital funding from FY18 - FY20. Alternative 5, "TGIS, AGI STK, NetOwl, Statistical Package for the Social Sciences" (NPV: \$67,247.6K, C/BR: \$384.3K) was selected over other courses of action: Status Quo (NPV: \$41,818K, C/BR: \$412.7K); Global Decision Support System (NPV: \$84,105.4K, C/BR: \$1,019.5K); Transportation Geospatial Information Service (NPV: \$47,275.8K, C/BR: \$465.3K; and Analytical Graphics, Inc Software Tool Kit (NPV: \$56,986.5K, C/BR: \$422.9K). Alternative 5 provided significantly greater non-monetary benefits to SMS over those offered by the other alternatives, to include: better user display capabilities, improved forecasting techniques, more accurate and timely displays, automated information discovery and notification services to name a few. As a result of these enhanced benefits, Alternative 5 had the best C/BR, despite being more expensive than some of the other alternatives, and was therefore selected based on that criteria.
Impact
Without SMS, United States Transportation Command (USTRANSCOM) and joint worldwide customers would be unable to input or submit airlift and air refueling requirements, and would lose visibility of those scheduled missions. HQ AMC would experience a major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements.
Software
No license fees are associated with this investment.

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (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	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	0.0	0.0	0	0.0	0.0	0	1,919.0	1,919.0
Total	0	0.0	0.0	0	0.0	0.0	0	1,919.0	1,919.0
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									
FY22-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 and self-management providing Command and Control 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									
Not Applicable.									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Minor Construction-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	3,354.0	3,354.0	0	3,800.0	3,800.0	0	8,200.0	8,200.0
Total	0	3,354.0	3,354.0	0	3,800.0	3,800.0	0	8,200.0	8,200.0
Narrative Justification:									
Description									
Minor Construction (MC) funds all minor construction work to rebuild new facilities or construct additions to existing facilities that qualify for Transportation Working Capital Funds (TWCF).									
Mission Benefits									
The Headquarters Air Mobility Command (HQ AMC) TWCF investment strategy is in line with the Department of Defense (DoD) Transportation Vision for the Twenty-First Century. It's intent is to ensure sustainability and quality of life. One of the guiding principles requires us to invest in transportation programs, systems, and enhancements that support mobility requirements, assets visibility, and efficient transportation operations.									
Deliverables									
MC Attachment provides projects listed by year.									
Economic Analysis									
EA to be accomplished by project.									
Impact									
Funding cuts will impact our ability to support critical HQ AMC, 515 Air Mobility Operations Wing (AMOW), and 521 AMOW requirements to enhance or improve mobility operations and provide adequate force protection through the construction of new facilities and additions in the Continental United States (CONUS) and en-route infrastructure. Reductions to this program will have a negative impact on our ability to provide seamless airlift from point of origin to destination, to provide quality customer service, and to bring our existing facilities up to HQ AMC and Air Force standards. Many TWCF facilities are old, inadequate facilities, far from meeting acceptable standards, especially at our en-route locations. Pavement requirements continue to grow for both new parking/loading/refueling areas and required improvements on deteriorating pavement resulting from heavy airlift use. Unfunded pavement requirements will result in limitations on AMC's ability to deliver passengers and cargo anywhere in the world. Passengers, troops, and valuable cargo and equipment will remain inadequately protected from terrorist threats.									
Software									
MAM approved funding for CAMPS in current budget									

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

Fund 9B
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2020			FY2021			FY2022		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	1,149.0	1,149.0	0	2,300.0	2,300.0	0	6,050.0	6,050.0
Total	0	1,149.0	1,149.0	0	2,300.0	2,300.0	0	6,050.0	6,050.0
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: Lighting at Class and Leland Yards (MOTSU)(\$750K); Install High Mast Lighting in Class Yard (MOTSU)(\$400K); SEAD Mission Operations Building (\$2,000K) 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) FY22: 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									
Not Applicable.									

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
20	A. Equipment	0.9	(0.4)	0.5	0.5	0.0	
20	Equipment-AMC	0.5	(0.5)	0.0	0.0	0.0	Funds were reprogrammed to Minor Construction
20	Equipment-SDDC	0.4	0.1	0.5	0.5	0.0	Reprogrammed from Minor Construction
20	B. ADPE/Telecomm	8.4	(1.8)	6.6	5.0	1.6	
20	Local Area Network (USTRANSCOM LAN)	5.9	(0.1)	5.8	5.0	0.8	Reprogrammed to CAMPS; Equipment actual cost was less than Budget
20	C. Software Development	33.6	7.6	41.2	37.3	3.9	
20	Analysis of Mobility Platform (AMP)	3.1	(0.1)	3.1	3.0	0.0	Reprogrammed to CAMPS
20	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.4	(0.0)	1.4	0.5	0.9	Reprogrammed to CAMPS
20	Defense Personal Property System (DPS)	11.7	0.0	11.7	10.9	0.9	Funds returned to the Services
20	Single Mobility System (SMS)	1.6	(0.0)	1.6	1.4	0.2	Reprogrammed to CAMPS
20	Consolidated Air Mobility Planning System (CAMPS)	5.2	6.3	11.5	10.7	0.8	Reprogrammed from multiple programs plus OSD approved Authority increased
20	Mobility Enterprise Information Services (MEIS)	4.8	1.5	6.3	6.2	0.1	OSD approved increase
20	Global Freight Management (GFM)	1.0	(0.0)	1.0	0.0	1.0	Reprogrammed to CAMPS
20	Integrated Booking System (IBS)	4.8	(0.1)	4.7	4.7	0.0	Reprogrammed to CAMPS
20	D. Minor Construction	7.3	(0.6)	6.7	4.5	2.2	
20	Minor Construction-AMC	3.8	(0.5)	3.3	3.4	(0.1)	Funds of \$449K were used for PY adjustments and funds of \$0.5M reprogrammed from Non-ADPE Equipment; all funds not obligated

Fund 9C
 (Dollars in Millions)

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
20	Minor Construction-SDDC	3.5	(0.1)	3.4	1.1	2.3	Reprogrammed to Equipment
20	TOTAL FY	50.2	4.8	55.0	47.3	7.7	

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

Fiscal Year (FY) 2022
 Budget Estimates
 May 2021

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
21	A. Equipment	1.0	0.0	1.0	1.3	(0.3)	
21	Equipment-AMC	0.5	0.0	0.5	0.5	0.0	
21	Equipment-SDDC	0.5	0.0	0.5	0.8	(0.3)	
21	B. ADPE/Telecomm	6.8	0.0	6.8	11.5	(4.7)	
21	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.0	0.0	1.0	1.0	0.0	
21	Int Data Environ/Global Trans Net Converg (IGC)	0.0	0.0	0.0	3.3	(3.3)	End-of-Life equipment maintenance and replacement
21	Local Area Network (USTRANSCOM LAN)	5.9	0.0	5.9	5.7	0.1	
21	Objective Wing Command Post (OWCP)	0.0	0.0	0.0	1.5	(1.5)	End-of-Life equipment maintenance and replacement
21	618 Air Operations Center (618AOC)	0.0	0.0	0.0	0.0	0.0	
21	C. Software Development	49.3	0.0	49.3	43.8	5.5	
21	Analysis of Mobility Platform (AMP)	3.2	0.0	3.2	3.4	(0.2)	Requirement shift from JFAST
21	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	3.5	0.0	3.5	1.4	2.1	
21	Defense Personal Property System (DPS)	12.0	0.0	12.0	14.0	(2.0)	Increase to Service-Level Bill
21	Joint Flow & Analysis Sys for Trans (JFAST)	0.0	0.0	0.0	1.6	(1.6)	Modernization during transition to the SIPRNet
21	Single Mobility System (SMS)	1.7	0.0	1.7	1.4	0.3	
21	Joint Mobility Control Group (JMCG-C4S)	0.0	0.0	0.0	0.6	(0.6)	Modernization to meet JOPES interface
21	Consolidated Air Mobility Planning System (CAMPS)	9.4	0.0	9.4	9.8	(0.4)	Realigned from within the portfolio
21	Mobility Enterprise Information Services (MEIS)	3.9	0.0	3.9	4.6	(0.7)	Realigned from within the portfolio

Fund 9C
(Dollars in Millions)

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

Fiscal Year (FY) 2022
Budget Estimates
May 2021

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
21	Dynamic Mission Replanning (DMR)	10.8	0.0	10.8	0.0	10.8	
21	Integrated Booking System (IBS)	4.8	0.0	4.8	4.8	0.1	
21	Integrated Computerized Deploy Sys (ICODES)	0.0	0.0	0.0	2.2	(2.2)	
21	D. Minor Construction	11.2	0.0	11.2	6.1	5.1	
21	Minor Construction-AMC	3.8	0.0	3.8	3.8	0.0	
21	Minor Construction-SDDC	7.4	0.0	7.4	2.3	5.1	
21	TOTAL FY	68.3	0.0	68.3	62.7	5.6	