

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



**U.S. AIR FORCE**

***Fiscal Year (FY) 2023  
Budget Estimates  
April 2022***

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**AIR FORCE WORKING CAPITAL FUND  
FISCAL YEAR (FY) 2023  
BUDGET ESTIMATES  
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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***SUMMARY***

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**Air Force Working Capital Fund  
Budget Overview  
Fiscal Year (FY) 2023 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 2023 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 responds rapidly to customer needs on par with private sector defense firms with tremendous flexibility to meet surge requirements.

AFWCF Blue is the portion of the working capital fund the AF manages (see below in Activity Group Overview for additional details), therefore does not include Transportation Working Capital Fund (TWCF). AFWCF Blue Cash began FY 2021 at \$880 million due to the external assistance received in FY 2020. In conjunction with the austerity measures put into place in FY 2020 and FY 2021 to remain solvent, FY 2021 also included increased prices and established a temporary surcharge to stabilize cash and overcome COVID-19 challenges. AFWCF Blue ended FY 2021 at \$1.4 billion and FY 2022 and FY 2023 are expected to remain within the upper and lower cash limits.

**Activity Group Overview**

The AFWCF Blue 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 operations 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 reparable 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 reparable spares and consumable spares unique to Air Force. The CSAG Supply Division provides a wide range of logistics support services, including requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation. The CSAG Supply Division is committed to implementing improvements that meet customer demands and decrease cost by examining new ways of doing business and

leveraging new technologies to support warfighter needs.

The CSAG Maintenance Division repairs weapon systems and spare parts to ensure readiness in peacetime and sustain current overseas 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 overseas 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 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, primarily focusing 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 overseas operations 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**

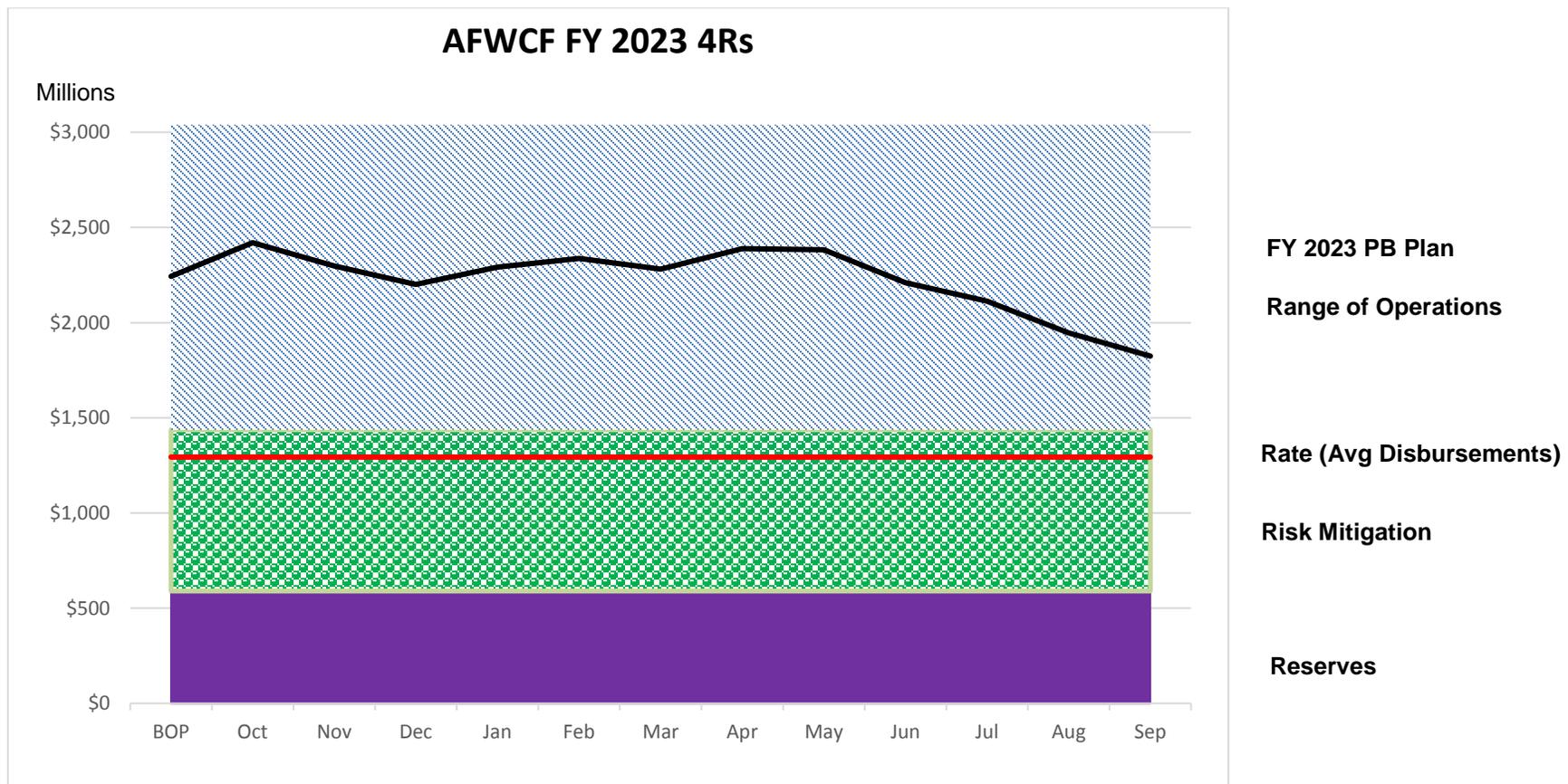
In FY 2021, AFWCF received \$95.7 million in direct appropriation for Medical Dental WRM requirements. In FY 2022 Air Force requested \$77.5 million in direct appropriation for Medical Dental WRM. FY 2022 includes \$409.0 million supplemental direct appropriation. This funding is to support USTRANSCOM for the transportation of personnel and equipment to and within the European theater of operations. In FY 2023, Air Force requests a total of \$80.4 million in direct appropriations supporting Medical Dental WRM requirements.

## AFWCF Financial Summary

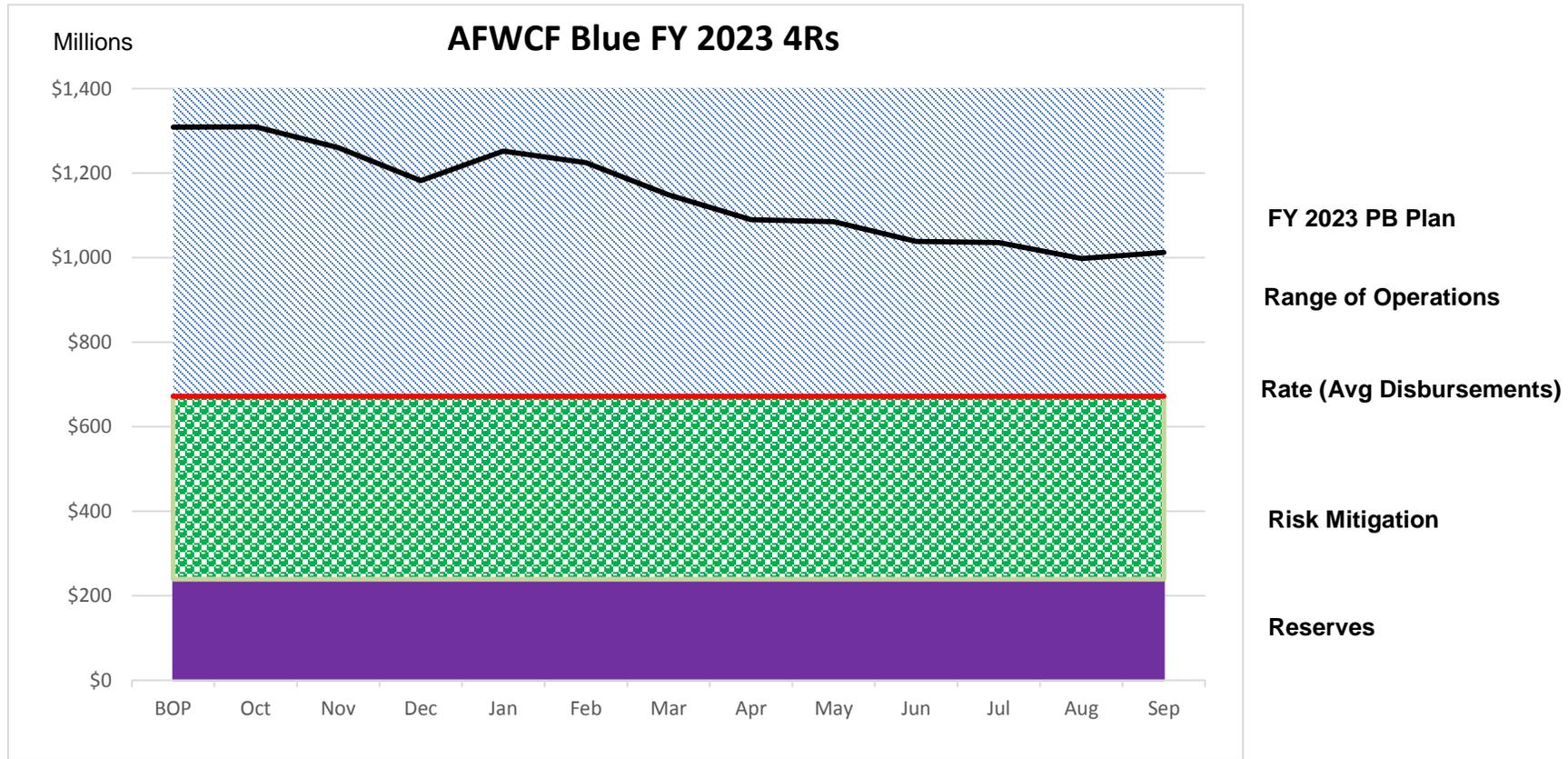
(Dollars in Millions)	FY 2021	FY2022	FY2023
Total Revenue	25,054.9	25,662.2	27,148.6
Cost of Goods Sold	24,675.1	26,375.0	26,789.8
Net Operating Result Adjustments	29.9	(37.3)	(39.4)
Net Operating Result (NOR)	409.7	(750.1)	319.3
Accumulated Operating Result (AOR)	592.3	(158.1)	161.2
Civilian End Strength	33,887	34,831	33,870
Military End Strength	12,676	12,621	12,618
Civilian Workyears	33,487	34,385	33,953
Military Workyears	13,014	12,699	12,697
Capital Budget	251.4	233.5	277.0
Direct Appropriation	95.7	77.5	80.4

## Cash Management

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



# AFWCF Blue



The **Rate of Disbursements** for the AFWCF Blue FY 2023 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 Blue Range of Operations is based on three years of historical disbursements (FY 2018 – FY 2021). In FY 2023, the projected Rate of Disbursement is \$672.3 million, and the lower range is \$673.7 million. The upper range is \$1,655.2 million. The difference between the two amounts results in \$981.5 million as the basic operating range.

AFWCF Blue **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 2018 – FY 2021) to accommodate seasonal volatility. The standard deviation for this data is \$144.9 million. For FY 2023 Risk Mitigation, we applied three standard deviations from the mean, \$434.6 million, to minimize the risk associated with volatility, 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 not expected to disburse until subsequent fiscal years. For AFWCF Blue, the first Reserve category is Accumulated Operating Results (AOR gains) returned to customers through annual reduced rates in future fiscal years. FY 2023 AOR Retention is primarily held for GSD's future returns of \$68.0 million. 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 2023 is \$58.0 million.

## **AFWCF Blue Summary of Cash Flows**

Budgeting future cash relies on the causal relationship between Revenue and Accounts Receivable (A/R) for Collections and between Expenses and Accounts Payable (A/P) for Disbursements. Actual data offers more visibility in the types of assets and liabilities and can be broken out as observed in FY 2021. A/R and A/P percentages selection considers six regression models and three complete fiscal years of actual data and are calculated using the monthly budgeted revenue and expenses.

FY 2021 has a positive cash flow of \$524.2 million mainly due to the positive NOR of \$640.6 million resulting from surcharges levied against AF Flying Hour Program (FHP) customers to recover from losses incurred from FY 2019 losses; offset by combined balance sheet activity of \$116.4 million (negative cash impact) mainly resulting from increased Property, Plant and Equipment of \$179.4 million mainly as cash outlays for improved assets, purchased software, and minor construction; offset by decrease in inventory of \$58.8 million since revenue is collected without offsetting purchase disbursements in the same fiscal year. An estimated \$108.0 million of increased A/R and increased A/P is between CSAG Maintenance and GSD. A prior year payroll adjustment of \$126.6M decreased expense, improving NOR, with the offset in decreased accrued expenses balance sheet activity resulting a zero impact to cash flow.

FY 2022 projects a negative cash flow of \$94.7 million mainly due to the negative NOR of \$347.8 million resulting from increasing labor, awards, and material costs without the added surcharges (collected in FY 2021) in revenue, offset by the combined positive cash impact of \$253.1 million from Balance Sheet activity, mainly driven by the decrease of Accounts Receivable (A/R) of \$232.5 million due to the decrease in revenue, the increase of Accounts Payable (A/P) of \$92.3 million from the increased expenses, offset from negative other balance sheet activities of \$71.8M.

FY 2023 projects a negative cash flow of \$296.6 million due to the negative NOR of \$98.4 million resulting from expense exceeding revenue driven by additional Non-sales Based (NSB) requirements for Readiness Spares Packages (RSP) kits and negative Balance Sheet activity of \$198.2 million mainly resulting from increase of Accounts Receivable (A/R) of \$130.4 million due to the increased revenue and the decrease of Accounts Payable (A/P) of \$126.7 million due to the slight variances of percentages (approximately 5%) each year based on the regression models selected, offset by positive other balance sheet activities of \$60.1M.

### AFWCF Blue Cash Plan

<b>(\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
BOP Cash Balance	\$879.6	\$1,403.7	\$1,309.9
Disbursements <sup>1</sup>	\$16,931.8	\$18,186.9	\$18,822.6
Collections <sup>1</sup>	\$17,455.9	\$18,092.1	\$18,525.9
Transfers In/Out	\$0.0	\$0.0	\$0.0
WRM	\$95.7	\$77.4	\$80.4
EOP Cash Balance	\$1,403.7	\$1,309.0	\$1,012.4
Lower Limit Cash Goal	\$571.2	\$760.2	\$673.7
Upper Limit Cash Goal	\$1,275.7	\$1,741.7	\$1,655.2

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

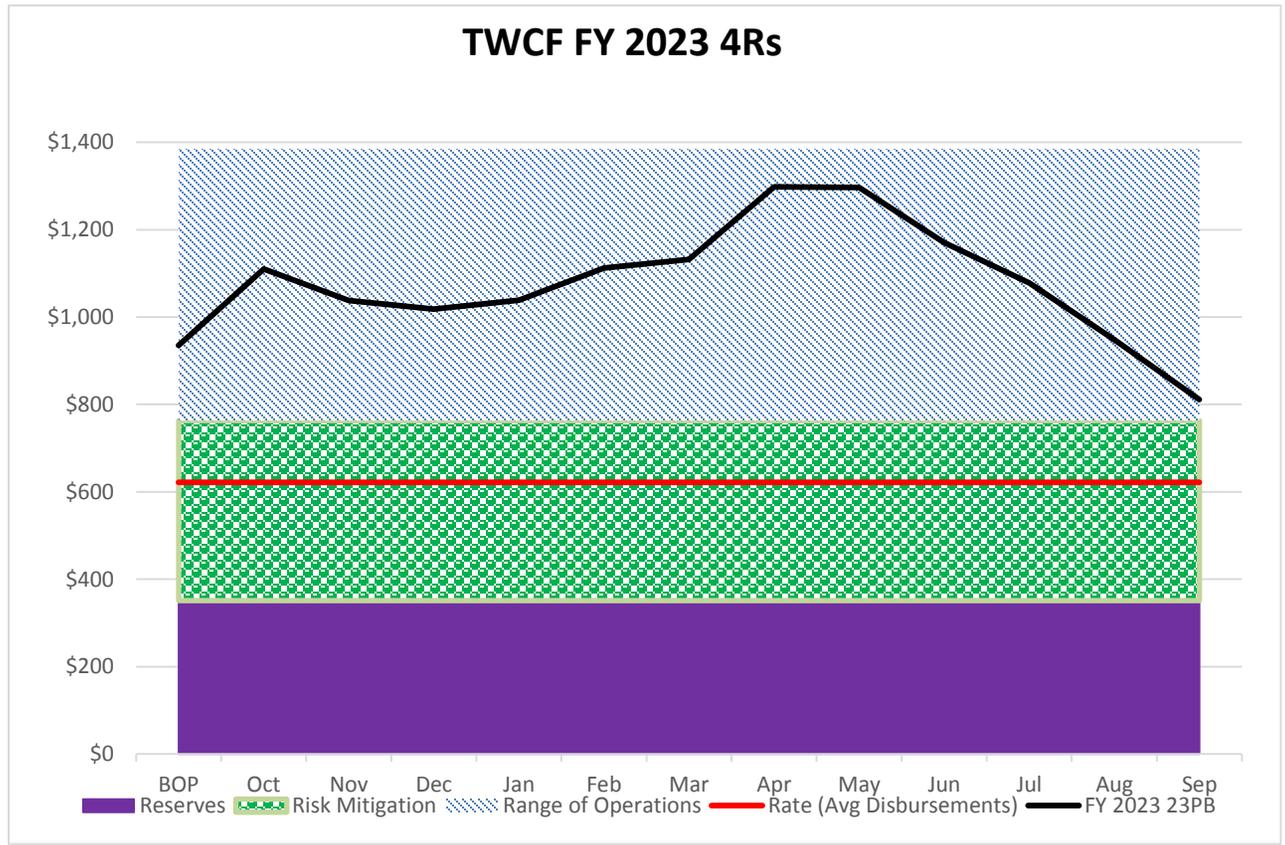
<sup>2</sup>Numbers may not add due to rounding

In FY 2021, AFWCF Blue cash increased from \$879.6 million to \$1,403.7 million. The lower and upper limits for this period were \$571.2 million and \$1,275.7 million, respectively. The improved cash balance can be attributed to FY 2021 customer price increases and incremental release of contract authority based on revenue. The measures put AF Blue back into operating limits.

In FY 2022, AFWCF Blue cash decreases from \$1,403.7 million to \$1,309.9 million. The limits for this period are \$760.2 million to \$1,741.7 million. Cash is projected to be within the operating limits throughout the fiscal year and will support the Treasury Department's daily cash reporting initiative and division level analysis.

In FY 2023, AFWCF Blue cash decreases from \$1,309.9 million to \$1,012.1 million. The operating range is \$673.7 million to \$1,655.2 million. Cash will be within the operating limits throughout the fiscal year and will support the Treasury Department's daily cash reporting initiative and division level analysis.

# TWCF



FY 2023 PB Plan

Range of Operations

Rate (Avg Disbursements)

Risk Mitigation

Reserves

The **Rate of Disbursements** for the TWCF FY 2023 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 TWCF Range of Operations is based on disbursements (FY 2023). In FY 2023, the projected Rate of Disbursement is \$622.4 million, and the lower range is \$762.2 million. The upper range is \$1,384.6 million. The difference between the two amounts results in \$622.4 million as the basic operating range.

TWCF **Risk Mitigation** addresses cash variability associated with unknown external variables and volatility within the fund. Contingency/Humanitarian Operations are based on current events and potential emerging "operational threats" and support of initial unplanned operations until collections begin. Three simultaneous contingency operations are the baseline and four years of known Contingencies/Humanitarian Operations. Unbudgeted Price Fluctuations covers unbudgeted and uncompensated cost increase over four years (fuel increase, aircraft mix, maintenance). Process Issues/Historical A/R is calculated to take in consideration system issues in Enterprise Resource Planning (ERP) systems and uncollectable A/R. For FY 2023 Risk Mitigation, we applied to three categories, \$411.7 million, to minimize the risk associated with volatility.

Cash **Reserves** are funds held for known/unknown future cash outlay requirements. This element identifies cash on hand that must be kept for specific requirements for the potential disbursement within the current fiscal year or subsequent fiscal years. For TWCF, the first Reserve category is Liability Reserves which include cost of contracts or possible contract termination. Continuity of Combatant Command (COCOM) Operations covers five to seven days of total disbursements to maintain operations in the event of funding uncertainty (Continuing Resolution Authority (CRA), government shutdown, sequestration). In FY 2023, Cash Reserve is \$350.6 million.

## **TWCF Summary of Cash Flows**

Budgeting future cash relies on the causal relationship between Revenue and Accounts Receivable (A/R) for Collections and between Expenses and Accounts Payable (A/P) for Disbursements. Actual data offers more visibility in the types of assets and liabilities and can be broken out as observed in FY 2021. A/R and A/P percentages selection considers six regression models and three complete fiscal years of actual data and are calculated using the monthly budgeted revenue and expenses.

FY 2021 has a negative cash flow of \$6.9 million due to balance sheet activities of \$396.2 million (negative cash impact). The balance sheet activities include of \$174.4 million decrease of Property, Plant and Equipment, \$125.7 million of decreased Accounts Receivable (A/R), \$137.2 million of increased advances and prepayments, and \$124.2 million increase in Accounts Payable (A/P). A negative \$232.5 NOR and \$389.3 million Direct Appropriations received for Operation Allies Refuge offset the balance sheet activities to bring the cash flow to a negative balance.

FY 2022 projects a positive cash flow of \$414.1 million is due to balance sheet activity of \$1 million (positive cash impact). The balance sheet activities include \$410.1 million decrease of Accounts Receivable (A/R), \$66.3 million increase Accounts Payable (A/P). A negative NOR of \$419.4 million and \$409 million in appropriations for Ukraine Supplemental funding included in the FY 2022 OMNIBUS (zero impact to cash) offset from balance sheet activities bring the cash flow to a positive balance.

FY 2023 projects a negative cash flow of \$123 million due to negative Balance Sheet activity of \$127.2 million. The Balance Sheet activity includes increase of Accounts Receivable (A/R) of \$322.5 million, decrease of Accounts Payable (A/P) of \$198.0 million, and offset from a positive NOR of \$400.7 million.

## TWCF Cash Plan

<b>(\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
BOP Cash Balance	\$528.0	\$521.0	\$935.0
Disbursements	\$7,579.0	\$8,580.0	\$8,091.0
Collections	\$7,572.0	\$8,994.0	\$7,967.0
Net Transfers	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$521.0	\$935.0	\$812.0
Lower Limit Cash Goal	\$526.0	\$797.0	\$762.0
Upper Limit Cash Goal	\$1,091.0	\$1,457.0	\$1,385.0

The FY 2022 USTRANSCOM cash is projected to increase from \$521.0 million to \$935.0 million due increase in TWCF rates, additional \$86.0 million in ARA for fuel price increase not recovered in the out of cycle TWCF rate increase and \$323.0 million ARA buy down for FY 2023. TWCF also received \$409.0 million in appropriations for Ukraine Supplemental funding included in the FY 2022 OMNIBUS, but it is a net zero cash impact since the receipt of the direct appropriation will be offset by increased disbursements related to Ukraine support. The cash position assumes collection of \$747.0 million in ARA. USTRANSCOM cash balance remains within the Operating Range.

The FY 2023 USTRANSCOM cash is projected to decrease from \$935.0 million to \$812.0 million due to recovering losses from prior years and unsourced portion of ARA requirement. USTRANSCOM cash balance remains within the Operating Range.

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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***OPERATING BUDGET***

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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***CONSOLIDATED SUSTAINMENT  
ACTIVITY GROUP***

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**Consolidated Sustainment Activity Group  
Budget Overview  
Fiscal Year (FY) 2023 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 (CSAG-M) and Supply Division (CSAG-S) services are executed under the Air Force Sustainment Center (AFSC) within the Air Force Materiel 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-M repairs weapon systems and spare parts to ensure readiness in peacetime and to provide sustainment for overseas operations. The division enhances readiness by efficiently and economically repairing, overhauling, and modifying aircraft, engines, missiles, components and software to meet customer demands. The CSAG-M depots have unique skills and equipment required to support and overhaul both new, complex components and aging weapon systems. During contingencies, the depots can surge repair operations and realign capacity to support the war fighter's immediate needs.

CSAG-M remains a fundamental element of both readiness and sustainability by providing a cost-effective, rapid repair capability. CSAG-M repair and overhaul capabilities are accomplished by one of the six centers within the Air Force Materiel Command (AFMC), the Air Force Sustainment Center (AFSC) and its Air Logistics Complex (ALC) depots. The division operates on funds received from its customers through sales of its services.

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-M and CSAG-S. 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, 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-M seeks to provide continuous core Air Force depot capability to retain in-house sources of technical competence; to continue to refine methods which enable the more efficient use of resources such as partnering with private industry, employing government owned/contractor operated facilities and augmenting in-house operations; and to find

innovative ways to decrease flow days for systems and components, increase parts availability to the repair line, and control material costs through process reviews and adoption of commercial practices and engineering standards.

**CSAG Financial and Performance Summary**

<b>Financial Performance (\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Total Revenue	\$13,137.2	\$13,275.6	\$14,012.1
Total Expenses (with Work In Progress)	\$12,899.4	\$13,523.8	\$13,862.3
Other Adjustments Affecting NOR and Other Changes	\$1.5	\$17.1	\$17.1
Net Operating Results	\$239.3	(\$231.1)	\$166.9
Non Recoverable Adjustments Impacting AOR	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$64.1	(\$166.9)	\$0.0

Overall, CSAG projects a \$0.0 AOR for FY 2023.

<b>Cash (\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
BOP Cash Balance	\$702.8	\$1,028.0	\$796.9
Disbursements <sup>1</sup>	\$12,714.5	\$13,457.7	\$14,011.6
Collections	\$13,039.8	\$13,226.5	\$13,928.6
Transfers In/Out	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$1,028.0	\$796.9	\$713.9
Lower Range	\$325.0	\$462.4	\$440.1
Upper Range	\$846.0	\$1,071.8	\$1,120.5

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

<b>Stabilized Sales Rates and Prices</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Maintenance Composite Sales Rate per hour	\$323.79	\$334.73	\$351.95
Maintenance Rate Change <sup>1</sup>	7.1%	3.4%	5.1%
Supply Unit Cost Ratio	0.972	1.069	1.098
Price Change to Customer <sup>2</sup>	9.69%	2.88%	5.68%
Price Change to Customer <sup>2</sup> - AF FHP specific	14.92%	-2.35%	5.68%

<sup>1</sup>The 7.1% increase in FY 2021 was required to affect the recovery of \$60.6 million prior year losses. The 3.4% increase in FY 2022 is required to effect the recovery of \$341.6 million prior year losses.

<sup>2</sup>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 is removed causing Flying Hour rates to decrease -2.35%. FY 2023 price increase is attributable to a 5.6% repair inflation.

<b>CSAG Manpower Resources</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Civilian End Strength	29,676	30,270	29,322
Civilian Full Time Equivalent	29,272	29,824	29,405
Military End Strengths	205	191	193
Military Workyears	113	157	158

<b>Maintenance Direct Production Earned Hours Produced<sup>3</sup></b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
(Hours in Thousands)	23,310	24,024	23,773

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

<b>Due Date Performance and Quality Defect Rate</b>	<b>Goal</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Due Date Performance <sup>1</sup>	85%	70%	85%	85%
Quality Defect Rate <sup>2</sup>	0.22	0.19	0.22	0.22

<sup>1</sup>The Due Date Performance (DDP) metric measures percentage of aircraft returned to customers on or before the agreed delivery date. The FY 2021 actual DDP of 85% 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. OC-ALC: E-3, KC-135, B-1, and B-52
- b. OO-ALC: F-16, F-22, F-35, A-10, and T-38
- c. WR-ALC: C-130, C-5, F-15, and C-17

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

<b>Capital Budget Program Authority (\$M)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Equipment	\$175.1	\$121.1	\$172.9
ADPE & Telecom	\$0.8	\$6.8	\$0.6
Software Development	\$7.2	\$17.6	\$22.4
Minor Construction	\$6.1	\$18.6	\$17.0
<b>Total</b>	<b>\$189.2</b>	<b>\$164.1</b>	<b>\$212.9</b>

<b>Maintenance 6% Capital Investment Plan (\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Required Investment	\$415.3	\$419.0	\$436.5
Total Investment Budgeted	\$423.7	\$605.3	\$642.7
Percent Invested	6.1%	8.7%	8.8%
<b>Supply Customer Wait Time (CWT)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Actual Performance	17.5		
Objective	15.0	15.0	15.0

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.

<b>Supply Stockage Effectiveness</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Actual Performance	84%		
Objective	83%	83%	83%

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

<b>Supply Undelivered Orders (\$ Millions)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Supply Division	4,265.2	4,536.7	4,598.6

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

<b>Supply Item Quantity Requirements</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Number of Issues <sup>1</sup>	1,642,722	1,360,231	1,243,105
Number of Receipts <sup>1</sup>	1,913,865	1,587,467	1,449,525
Number of Requisitions <sup>1,2</sup>	375,679	254,885	253,915
Contracts Executed <sup>3</sup>	2,742	1,668	1,695
Purchase Inflation	2.0%	2.0%	2.0%
Items Managed	65,189	47,715	48,589

<sup>1</sup>FY 2022 and FY 2023 issues, receipts, and requisitions are estimated based on historical averages.

<sup>2</sup>Requisitions are lower than issues due to Supply requisitions containing quantities greater than one, while issues are counted per unit. For example, one requisition for a National Stock Number (NSN) may order a quantity greater than one. When the requisitioned NSNs are issued, each unit is counted as an individual issue.

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

Fund 2  
(Dollars in Millions)

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

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**CSAG - Maintenance Division**

	FY2021 to FY2022	FY2022 to FY2023
<b>Cost of Operations</b>		
Organic BOP	7,517.192	7,707.254
Contract BOP	.000	.000
<b>Cost of Operations</b>	<b>7,517.192</b>	<b>7,707.254</b>
<b>ANNUALIZATION</b>		
Annualization of Civilian Pay	24.998	.000
Annualization of Military Pay	.000	.000
<b>TOTAL ANNUALIZATION</b>	<b>24.998</b>	<b>.000</b>
<b>PRICE CHANGES</b>		
Civilian Pay Raises	68.169	107.696
Military Pay Raises	.000	.000
Material Price Growth	68.626	167.744
Fuel Price Growth	.000	.000
Other Growth	24.785	16.949
<b>TOTAL PRICE CHANGES</b>	<b>161.580</b>	<b>292.390</b>
<b>PRODUCTIVITY SAVINGS</b>		
Civilian Labor Savings	.000	.000
Material/Supply Savings	.000	.000
Reinvestment/Rate Reduction	.000	.000
<b>TOTAL PRODUCTIVITY SAVINGS</b>	<b>.000</b>	<b>.000</b>
<b>PROGRAM CHANGES</b>		
Labor Workload	54.706	(137.197)
Material Workload	(19.520)	(263.950)
BOS	3.483	.307
Contract Changes	.000	.000
<b>TOTAL PROGRAM CHANGES</b>	<b>38.668</b>	<b>(400.840)</b>

Fund 2 CSAG - Maintenance Division

Fund 2  
(Dollars in Millions)

Changes in the Cost of Operations  
Air Force Working Capital Fund  
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**CSAG - Maintenance Division**

	FY2021 to FY2022	FY2022 to FY2023
<b>OTHER CHANGES</b>		
Data Systems Support	.193	(.144)
Data Systems Development	.695	(.208)
Equipment Depreciation	(.083)	(.154)
Minor Construction Depreciation	(6.477)	(.067)
Data System Depreciation	(.028)	(.301)
Travel & Transportation	8.237	.635
Communications	(.028)	.167
Utilities	5.960	1.597
Equipment Rental	(.187)	.357
Printing & Equipment	.226	.010
Equip/Vehicle Rep & Maintenance	11.052	(3.135)
Custodial	(2.911)	(.137)
Facility Maintenance	11.047	25.236
Training	2.339	.359
Environmental	.000	.000
Miscellaneous	(91.517)	15.268
<b>TOTAL OTHER CHANGES</b>	<b>(61.482)</b>	<b>39.484</b>
<b>TOTAL CHANGES</b>	<b>163.764</b>	<b>(68.967)</b>
<b>Cost of Operations</b>		
Organic EOP	7,680.956	7,638.287
<b>Total Cost of Operations</b>	<b>7,707.254</b>	<b>7,691.034</b>

	REVENUE (Maintenance, Repair, Overhaul)			BUDGETED CAPITAL (Modernization, Efficiency)		
	3 Year Average					
	2018-2020	2019-2021	2020-2022	FY2021	FY2022	FY2023
Revenue						
Working Capital Fund	6,921.749	6,982.991	7,274.583			
Appropriations	.000	.000	.000			
Total Revenue	6,921.749	6,982.991	7,274.583			
WCF Depot Maintenance Capital Investment						
Facility Restoration & Modernization				106.339	82.230	35.720
Capital Investment Program				189.175	164.080	212.889
Other Equipment				.000	.000	.000
Processes/Productivity Enhancements <sup>1</sup>				4.400	7.900	11.700
Appropriated Funding						
MILCON (3300) <sup>2</sup>				.000	182.000	174.000
RDT&E (3600)				20.422	.000	.000
Procurement Equipment (3010) <sup>3</sup>				103.330	169.110	208.370
Operation & Maintenance				.000	.000	.000
Investment Total				423.666	605.320	642.679
Minimum 6% Investment Amount				415.305	418.979	436.475
Investment Over/(Under) Requirement				8.361	186.341	206.204

We currently are showing total investments of 6.12% of average revenue for the FY21 actuals with OC-ALC receiving total investments of only 3.5% of average revenue. FY22-23 show total increased investments ranging from 5.9% to 15.5% of ALC revenue.

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: FY21: 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. FY22: KC-46 3-Bay Mx Hangar, Inc 1 (\$60M) at OC-ALC and Composite Antenna Calibration Facility at (\$26M) OO-ALC; FY23: KC-46 3-Bay, Increment 2 at OC-ALC (\$39M) and Facility and Land Acquisition (MROTC) (\$30M) both at OC-ALC/Tinker AFB

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:

FY21: F-35 (\$36.6M at all three ALCs); MQ-9 (\$18.9M at OO-ALC); F-22 (\$14.2M at OO-ALC); plus several other airframes at less than \$15 million each

FY22: KC-46 (\$46.9M at OC-ALC); F-35 (\$34.1M at all three ALCs); F-16 (\$24.8M at OO-ALC and WR-ALCs); F-22 (\$20.7M at OO-ALC and OC-ALC); several other airframes at less than \$15 million each

FY23: KC-46 (\$302.6M at OC-ALC); F-35 (\$46.3 million at all three ALCs); MQ-9 (\$23.0M at WR-ALC); several other airframes at less than \$20 million each

4. CIP includes investments for MROi development for FM at \$7.209M (CSAG-M) and logistics at \$20.422M (RDT&E) for FY21.

Breakdowns of procurement investments at each ALC are as follows:

\$M	FY21	FY22	FY23
OC-ALC	\$42.90	\$64.10	\$374.26
OO-ALC	\$56.61	\$46.30	\$36.30
WR-ALC	\$3.80	\$74.70	\$94.80

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

(\$ millions)	FY2021	FY2022	FY2023
Oklahoma City ALC	117.8 (3.5%)	217.6 (6.5%)	523.8 (15.5%)
Ogden ALC	183.8 (9.1%)	178.0 (8.7%)	123.13 (5.9%)
Warner Robins ALC	101.6 (6.6%)	143.3 (9.4%)	173.7 (11.5%)

Fund 11  
(Dollars in Millions)

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

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**CSAG**

	FY2021	FY2022	FY2023
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	325.224	323.926	329.009
(b) Missile Procurement	.786	.065	.096
(c) Other Procurement	.108	.127	.076
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	4,998.727	4,742.736	5,271.278
(f) Operations & Maintenance - AFRC	630.431	635.471	707.968
(g) Operations & Maintenance - ANG	1,591.407	1,511.344	1,616.403
(h) Research & Development - AF	262.639	307.967	312.357
(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	5.306	87.970	77.597
(o) Other	25.657	.000	.000
<b>Total Air Force</b>	<b>7,840.284</b>	<b>7,609.606</b>	<b>8,314.785</b>
(2) Army	23.235	34.945	25.173
(3) Navy	250.510	275.297	303.929
(4) Marine Corps	4.223	5.048	5.213
(5) MAP/Grant Aid	.000	.000	.000
(6) Other DOD	311.199	283.518	280.645
<b>Total DOD excluding WCF</b>	<b>8,429.452</b>	<b>8,208.414</b>	<b>8,929.744</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) AF Supply Mgmt Activity Group - Retail	77.083	107.904	115.086
(2) Transportation Activity Group - TRANSCOM	289.464	391.293	470.413
(3) Other WCF Activity Groups	.704	1.073	.834
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	2,179.966	2,150.215	2,473.453
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	1,849.935	1,888.265	1,888.296
<b>Total Other Fund Activity Groups</b>	<b>4,397.151</b>	<b>4,538.750</b>	<b>4,948.083</b>
<b>c. Other Internal to AF Consolidated Sustainment Activity Group</b>			
(1) Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
(2) Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
<b>Total Internal AF Consolidated Sustainment Activity Group</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>

Fund 11  
(Dollars in Millions)

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

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**CSAG**

	FY2021	FY2022	FY2023
<b>d. Grand Total DOD</b>	<b>12,826.603</b>	<b>12,747.164</b>	<b>13,877.826</b>
<b>e. Other Orders</b>			
(1) Other Federal Agencies	9.028	6.015	4.802
(2) Non Federal Agencies	371.673	494.647	560.318
(3) FMS	51.091	251.635	181.117
<b>Total Other Orders</b>	<b>431.792</b>	<b>752.297</b>	<b>746.237</b>
<b>Total New Gross Orders</b>	<b>13,258.395</b>	<b>13,499.461</b>	<b>14,624.063</b>
<b>Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)</b>	<b>13,258.395</b>	<b>13,499.461</b>	<b>14,624.063</b>
<b>2. Carry-In Orders</b>	<b>3,496.355</b>	<b>3,656.653</b>	<b>3,893.689</b>
a. Carry-over Execution Adjustment	(188.726)	(43.391)	1.610
<b>3. Total Gross Orders</b>	<b>16,754.750</b>	<b>17,156.114</b>	<b>18,517.752</b>
a. Less Internal Material Transfer Orders (Maintenance Orders to Supply)	.000	.000	.000
b. Less Internal Material Repair Orders (Supply Orders to Maintenance)	.000	.000	.000
<b>Total External Gross Orders</b>	<b>16,754.750</b>	<b>17,156.114</b>	<b>18,517.752</b>
<b>4. Gross Revenue</b>	<b>12,891.865</b>	<b>13,219.034</b>	<b>13,924.981</b>
<b>5. End of Year W-I-P</b>	<b>.762</b>	<b>1.033</b>	<b>1.033</b>
<b>6. Total Exclusion</b>			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	149.313	278.592	.000
Exclusion (Late Inducted Orders)	.000	.000	.000
<b>Total Exclusion (sum of above exclusions)</b>	<b>149.313</b>	<b>278.592</b>	<b>.000</b>
<b>7. Funded Carryover</b>	<b>3,506.578</b>	<b>3,614.065</b>	<b>4,593.349</b>

Fund 11A METRIC  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
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**CSAG - Maintenance Division**

<b>SECTION 1</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
1. Total New Orders	7,338.710	7,747.161	8,710.202
2. Net Carry-in Orders	2,486.968	2,851.085	3,096.146
3. Total Gross Orders (Lines 1 + 2)	9,825.677	10,598.246	11,806.349
4. Revenue	6,931.202	7,503.709	8,200.769
5. Carry-over (Line 3 - Line 4)	2,894.475	3,094.536	3,605.580
6. Workload Completed per Month (Line 4 ÷ 12)	577.600	625.309	683.397
7. Months of Carry-over (Line 5 ÷ Line 6)	5.0	4.9	5.3
<b>SECTION 2</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>OC-ALC</b>			
Carry-over	1,017.368	1,044.770	1,436.944
Months of Carry-over	3.5	3.5	4.6
<b>OO-ALC</b>			
Carry-over	1,075.140	1,205.792	1,441.195
Months of Carry-over	6.6	6.3	6.8
<b>WR-ALC</b>			
Carry-over	840.357	882.364	765.830
Months of Carry-over	7.0	6.8	4.8
Balance to Financial Statement	(38.390)	(38.390)	(38.390)
<b>SECTION 3 Carry-over Appropriations</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Carry-over by Appropriation</b>			
1. Operation and Maintenance	1,056.960	1,075.789	1,500.678
a. Army	0.815	0.901	0.940
b. Navy	47.467	52.487	54.754
c. Marine Corps	2.967	3.280	3.422
d. Air Force	1,005.711	1,019.121	1,441.561
2. Procurement	255.136	282.116	294.304
3. Research and Development	91.968	101.693	106.086
4. Other DoD	32.634	36.085	37.644
5. Non DoD	468.739	518.306	540.698
6. No-Year Appropriation	989.040	1,080.548	1,126.169
<b>CHECK</b>			
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) 2023  
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**CSAG**

	FY2021	FY2022	FY2023
<b>Revenue:</b>			
<b>Income:</b>			
Maintenance Division	6,931.202	7,503.709	8,200.769
Supply Division (Material Gross Sales)	6,251.697	5,965.105	5,972.108
Less Credit Returns	291.034	249.781	247.896
Capital Investment Recovery	.000	16.616	65.947
<b>Total Income</b>	<b>12,891.865</b>	<b>13,235.650</b>	<b>13,990.928</b>
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	245.370	39.963	21.185
<b>Total Other Revenue</b>	<b>245.370</b>	<b>39.963</b>	<b>21.185</b>
<b>Total Revenue</b>	<b>13,137.235</b>	<b>13,275.612</b>	<b>14,012.113</b>
<b>Expenses:</b>			
<b>Maintenance Division</b>			
<b>Cost of Repair (Direct and POH Costs)</b>			
Labor	2,625.893	2,713.284	2,679.471
Material	3,630.977	3,685.580	3,585.365
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	134.687	138.831	138.345
Depreciation of Other Fixed Assets	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Subtotal Depreciation	134.687	138.831	138.345
Subtotal Labor, Material, and Depreciation	6,391.557	6,537.695	6,403.180
Remaining Direct and POH Costs	481.070	496.822	542.046
<b>Total Cost of Repair (Direct and POH Costs)</b>	<b>6,872.627</b>	<b>7,034.517</b>	<b>6,945.227</b>
<b>Supply Division</b>			
Cost of Material Sold	331.223	376.410	415.048
Cost of Material Repair	3,395.151	3,526.741	3,751.921
Condemnation Material Expense Recovery (CMER)	588.841	669.174	737.862
Other Expenses	18.264	39.963	26.561
<b>Subtotal Material &amp; Other Expenses</b>	<b>4,333.480</b>	<b>4,612.288</b>	<b>4,931.392</b>
<b>Operating Expenses</b>			
Military Personnel	16.695	14.896	14.771
Civilian Personnel	531.747	625.642	641.441
Travel & Transportation of People	1.185	5.719	5.488

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
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**CSAG**

	FY2021	FY2022	FY2023
Materials & Supplies	37.088	32.878	36.921
Equipment	52.943	63.802	62.072
Other WCF Purchases	225.277	292.743	301.565
Transportation of Things	73.777	79.873	80.035
Depreciation - Capital	20.113	16.953	16.916
Depreciation of Other Fixed Assets	15.628	17.091	17.091
Capital Investment Recovery	.000	16.616	65.947
Printing and Reproduction	.807	.993	.916
Advisory and Assistance Services	51.954	53.012	57.152
Rent, Comm, Utilities and Misc Charges	98.617	113.610	119.916
Other Purchased Services	566.976	543.430	565.417
<b>Total Operating Expenses</b>	<b>1,692.807</b>	<b>1,877.257</b>	<b>1,985.649</b>
<b>Total Expenses</b>	<b>12,898.913</b>	<b>13,524.062</b>	<b>13,862.267</b>
Work in Process, Beginning of Year	1.254	.762	1.033
Work in Process, End of Year	.762	1.033	1.033
Work in Process, Change	(.492)	.270	(.000)
<b>Total Expenses Adjusted for Work in Process</b>	<b>12,899.405</b>	<b>13,523.792</b>	<b>13,862.267</b>
<b>Operating Results (Net Operating Results on 1307 - Line 11)</b>	<b>237.830</b>	<b>(248.179)</b>	<b>149.846</b>
Less Capital Surcharge Reservation	.000	.000	.000
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes <sup>1</sup>	1.502	17.091	17.091
<b>Net Operating Result (Recoverable NOR on 1307 - Line 13)</b>	<b>239.332</b>	<b>(231.088)</b>	<b>166.937</b>
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	(175.181)	64.151	(166.937)
<b>Accumulated Operating Result</b>	<b>64.151</b>	<b>(166.937)</b>	<b>.000</b>
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
<b>Accumulated Operating Result for Budget Purposes</b>	<b>64.151</b>	<b>(166.937)</b>	<b>.000</b>

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

Fund 16  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**CSAG - Maintenance Division**

	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>1. Material Inventory BOP</b>	<b>130.000</b>	<b>130.000</b>	<b>129.800</b>
<b>2. Purchases</b>	<b>3,370.263</b>	<b>3,407.719</b>	<b>3,292.161</b>
<b>A. Purchases to Support Customer Orders (+)</b>	<b>3,370.263</b>	<b>3,407.719</b>	<b>3,292.161</b>
<b>B. Purchase of long lead items in advance of customer orders (+)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>C. Other Purchases (+)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Material Inventory Adjustments</b>	<b>(3,370.263)</b>	<b>(3,407.919)</b>	<b>(3,292.161)</b>
<b>A. Material Used in Maintenance (-)</b>	<b>(3,370.263)</b>	<b>(3,407.919)</b>	<b>(3,292.161)</b>
<b>B. Disposals, theft, losses due to damages (-)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>C. Other Reductions (-)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Material Inventory EOP</b>	<b>130.000</b>	<b>129.800</b>	<b>129.800</b>

SM-1  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

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
FY2021	5,919.685	5,960.663	5,793.367	.000	19.852	5,813.219	.000	800.000	6,613.219
FY2022	5,752.300	5,715.324	6,108.989	.000	30.513	6,139.502	.000	800.000	6,939.502
FY2023	5,913.861	5,724.212	6,285.952	.000	.000	6,285.952	.000	800.000	7,085.952

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

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	43.399	8.162	51.561	0.000	154.049	53.593	207.642	259.203	9.5%
B-1B	16.402	.195	16.597	0.000	88.434	21.693	110.127	126.724	6.7%
B-2	442.406	.543	442.949	0.000	14.750	67.080	81.831	524.779	2.0%
B-52	59.391	.781	60.172	0.000	197.440	84.644	282.084	342.256	6.4%
C-5	15.003	21.194	36.197	0.000	98.442	14.624	113.066	149.264	4.7%
C-17	.760	0.000	.760	0.000	.546	.288	.835	1.595	3.4%
C-130	18.319	.675	18.995	0.000	122.342	64.039	186.381	205.376	5.1%
C-135	139.159	2.548	141.708	.477	272.167	131.987	404.155	546.339	8.8%
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	.082	0.000	.082	.082	0.0%
E-3	17.441	.306	17.747	0.000	68.620	17.914	86.534	104.281	6.2%
E-4	0.000	0.000	0.000	0.000	.978	.354	1.332	1.332	0.9%
E-8	1.782	0.000	1.782	0.000	7.256	.085	7.341	9.123	2.9%
F-4	.002	0.000	.002	0.000	.059	.004	.063	.065	0.0%
F-15	18.554	.711	19.265	19.374	171.737	21.624	193.361	232.000	6.3%
F-16	20.721	10.234	30.955	0.000	176.418	24.125	200.543	231.498	5.9%
F100 Engines	8.156	6.392	14.548	0.000	310.959	27.895	338.855	353.403	0.0%
F110 Engines	7.689	.026	7.715	0.000	13.230	107.893	121.123	128.838	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.3%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22.6%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	.275	.024	.299	0.000	.395	34.191	34.586	34.885	1.9%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	.002	0.000	.002	.002	0.0%
H-60	0.000	0.000	0.000	0.000	.580	9.646	10.226	10.226	4.2%
KC-46	1.184	0.000	1.184	0.000	0.000	0.000	0.000	1.184	0.0%
Trainers	18.481	2.280	20.761	0.000	18.007	10.769	28.776	49.537	5.5%
Other Aircraft	.262	.007	.269	0.000	.291	14.941	15.232	15.501	2.8%
RQ-4	7.663	7.663	15.326	0.000	0.000	89.048	89.048	104.374	6.5%
SOF	.485	0.000	.485	0.000	2.188	50.724	52.912	53.397	7.2%
Common	107.825	9.119	116.944	0.000	261.352	57.175	318.526	435.471	0.0%
Common EW	1.382	1.437	2.819	0.000	30.723	12.981	43.704	46.524	0.0%
FMS/FDT	1.761	4.209	5.971	0.000	0.000	0.000	0.000	5.971	0.0%
Missiles	21.745	2.045	23.790	0.000	25.167	5.158	30.325	54.115	0.0%
Other	3.655	.055	3.710	0.000	7.009	41.140	48.149	51.859	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	87.207	87.207	87.207	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	291.955	291.955	291.955	6.5%
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	49.855	0.000	49.855	49.855	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	6.513	0.000	6.513	6.513	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	(89.419)	243.295	153.876	153.876	0.0%
<b>Total</b>	<b>973.903</b>	<b>78.608</b>	<b>1,052.511</b>	<b>19.852</b>	<b>2,010.171</b>	<b>1,586.076</b>	<b>3,596.247</b>	<b>4,668.610</b>	<b>0.0%</b>

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

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	108.146	8.822	116.968	0.000	154.520	39.591	194.111	311.080	13.2%
B-1B	76.185	.664	76.849	0.000	64.930	28.957	93.887	170.736	20.9%
B-2	120.324	9.998	130.322	0.000	10.851	39.433	50.284	180.606	12.2%
B-52	37.394	.371	37.765	0.000	178.034	73.051	251.085	288.850	15.5%
C-5	26.783	19.253	46.036	0.000	100.404	21.050	121.454	167.490	15.9%
C-17	.245	0.000	.245	0.000	0.000	.420	.420	.665	8.7%
C-130	18.385	1.570	19.955	0.000	119.229	63.485	182.714	202.669	15.4%
C-135	361.209	4.867	366.075	2.330	243.979	125.510	369.489	737.895	14.0%
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	0.0%
E-3	14.343	.463	14.806	0.000	46.890	10.003	56.893	71.700	14.5%
E-4	0.000	0.000	0.000	0.000	1.043	.207	1.250	1.250	11.7%
E-8	1.965	0.000	1.965	0.000	5.297	.127	5.425	7.390	7.7%
F-4	.010	0.000	.010	0.000	0.000	0.000	0.000	.010	0.0%
F-15	27.516	.549	28.064	28.183	206.216	20.885	227.101	283.349	14.1%
F-16	19.154	5.513	24.666	0.000	179.081	23.835	202.916	227.582	14.7%
F100 Engines	36.558	13.464	50.022	0.000	274.571	33.545	308.116	358.138	0.0%
F110 Engines	7.797	0.000	7.797	0.000	16.300	136.853	153.153	160.950	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	28.1%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.4%
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	.613	.008	.621	0.000	0.000	24.584	24.584	25.205	13.7%
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	7.147	0.000	7.147	0.000	0.000	7.334	7.334	14.481	15.8%
KC-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Trainers	22.866	2.399	25.266	0.000	27.484	0.000	27.484	52.750	23.8%
Other Aircraft	1.574	.006	1.580	0.000	0.000	12.787	12.787	14.367	9.5%
RQ-4	0.000	0.000	0.000	0.000	0.000	116.622	116.622	116.622	9.4%
SOF	27.357	.048	27.405	0.000	0.000	11.427	11.427	38.832	12.8%
Common	89.271	9.680	98.951	0.000	336.160	61.000	397.160	496.111	0.0%
Common EW	6.218	6.624	12.842	0.000	54.396	14.488	68.884	81.726	0.0%
FMS/FDT	1.609	4.277	5.886	0.000	0.000	0.000	0.000	5.886	0.0%
Missiles	13.258	1.543	14.800	0.000	33.677	1.674	35.351	50.152	0.0%
Other	8.770	1.810	10.580	0.000	4.991	23.461	28.452	39.032	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	98.043	98.043	98.043	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	328.231	328.231	328.231	19.1%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	42.340	0.000	42.340	42.340	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	12.512	0.000	12.512	12.512	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	297.130	297.130	297.130	0.0%
<b>Total</b>	<b>1,034.697</b>	<b>91.927</b>	<b>1,126.624</b>	<b>30.513</b>	<b>2,112.904</b>	<b>1,613.738</b>	<b>3,726.641</b>	<b>4,883.778</b>	<b>0.0%</b>

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

CSAG - Supply Division

FY2023	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	97.843	13.306	111.149	0.000	151.656	26.566	178.222	289.371	13.0%
B-1B	29.910	.516	30.426	0.000	88.024	27.368	115.392	145.818	20.7%
B-2	40.336	1.748	42.084	0.000	13.282	34.943	48.225	90.309	22.5%
B-52	74.328	1.255	75.583	0.000	211.043	52.599	263.642	339.225	13.6%
C-5	21.238	26.784	48.022	0.000	99.986	7.082	107.068	155.090	15.2%
C-17	.401	0.000	.401	0.000	0.000	.204	.204	.605	8.2%
C-130	21.651	2.447	24.098	0.000	153.505	51.698	205.203	229.301	15.4%
C-135	267.554	8.662	276.216	0.000	287.303	77.896	365.199	641.415	13.8%
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	0.0%
E-3	26.556	.421	26.976	0.000	59.249	8.096	67.345	94.321	14.3%
E-4	0.000	0.000	0.000	0.000	1.116	.096	1.212	1.212	12.5%
E-8	6.885	0.000	6.885	0.000	7.225	.292	7.517	14.402	7.6%
F-4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-15	49.754	1.288	51.042	0.000	198.582	14.316	212.898	263.940	14.3%
F-16	42.941	12.322	55.263	0.000	255.716	11.242	266.957	322.221	13.5%
F100 Engines	79.719	30.033	109.751	0.000	265.001	28.721	293.722	403.474	0.0%
F110 Engines	11.188	0.000	11.188	0.000	19.068	115.118	134.186	145.374	0.0%
F-22	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	26.5%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.2%
F-111	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-117	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-1	1.404	.025	1.430	0.000	0.000	16.048	16.048	17.478	13.8%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	2.744	0.000	2.744	0.000	0.000	2.122	2.122	4.866	16.5%
KC-46	.086	0.000	.086	0.000	0.000	0.000	0.000	.086	0.0%
Trainers	27.925	39.926	67.851	0.000	29.822	.002	29.824	97.675	23.2%
Other Aircraft	.789	.009	.799	0.000	0.000	11.020	11.020	11.818	11.4%
RQ-4	0.000	0.000	0.000	0.000	0.000	121.177	121.177	121.177	10.4%
SOF	8.653	.063	8.716	0.000	0.000	17.250	17.250	25.966	12.2%
Common	116.881	15.710	132.591	0.000	343.498	37.895	381.394	513.985	0.0%
Common EW	18.053	5.712	23.765	0.000	61.334	7.741	69.075	92.841	0.0%
FMS/FDT	1.609	4.709	6.318	0.000	0.000	0.000	0.000	6.318	0.0%
Missiles	4.093	2.131	6.224	0.000	33.605	.486	34.091	40.315	0.0%
Other	11.295	1.105	12.400	0.000	6.242	8.806	15.048	27.448	0.0%
NIMSC5	0.000	0.000	0.000	0.000	0.000	101.295	101.295	101.295	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	339.119	339.119	339.119	18.7%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	113.186	0.000	113.186	113.186	0.0%
JEIM	0.000	0.000	0.000	0.000	18.967	0.000	18.967	18.967	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	13.438	0.000	13.438	13.438	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	311.313	311.313	311.313	0.0%
Total	963.835	168.174	1,132.009	0.000	2,430.848	1,430.513	3,861.360	4,993.369	0.0%

SM-4  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

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)	(238.449)	.000	(185.991)	(52.459)
c. Inv Reclassified & Repriced	23,692.469	.000	16,464.357	7,228.112
3. Receipts at MAC	1,167.686	.000	910.795	256.891
4. Sales at Standard	2,363.615	.000	1,843.620	519.995
5. Inventory Adjustments				
a. Capitalization + or (-)	114.108	.000	89.005	25.104
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,544.512	.000	1,984.720	559.793
d. Returns to Suppliers (-)	(703.495)	.000	(548.726)	(154.769)
e. Transfers to Property Disposal (-)	(1,366.795)	.000	(1,066.100)	(300.695)
f. Issues/Receipts w/o Reimbursement	570.511	.000	444.998	125.512
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(39.521)	.000	(30.827)	(8.695)
2. Discounts on Returns	(.038)	.000	(.030)	(.008)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(552.054)	.000	(430.602)	(121.452)
6. Physical Inventory Adj	96.981	.000	75.645	21.336
7. Accounting Adjustments	346.328	.000	270.136	76.192
8. Shipment Discrepancies	(32.616)	.000	(25.441)	(7.176)
9. Other Gains/Losses	292.826	.000	228.405	64.422
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	111.905	.000	87.286	24.619
h. Total Adjustments	1,270.747	.000	991.183	279.564
6. Inventory EOP	23,767.287	.000	16,522.715	7,244.572
7. Inventory EOP, Revalued (MAC, Discounted)	23,767.287	.000	16,522.715	7,244.572
a. Economic Retention (Memo)	2,112.965	.000	1,648.112	464.852
b. Contingency Retention (Memo)	2,280.336	.000	1,778.662	501.674
c. Potential DOD Reutilization (Memo)	1,654.640	.000	1,290.619	364.021
8. Inventory on Order Cost EOP (Memo)	6,047.941	.000	4,717.394	1,330.547

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) 2023  
Budget Estimates  
April 2022

CSAG - Supply Division

FY2022	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	23,767.287	.000	16,522.715	7,244.572
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(376.857)	.000	(293.949)	(82.909)
c. Inv Reclassified & Repriced	23,390.430	.000	16,228.767	7,161.663
3. Receipts at MAC	1,617.855	.000	1,261.927	355.928
4. Sales at Standard	3,055.260	.000	2,383.102	672.157
5. Inventory Adjustments				
a. Capitalization + or (-)	15.774	.000	12.303	3.470
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,592.512	.000	2,022.159	570.353
d. Returns to Suppliers (-)	(752.699)	.000	(587.105)	(165.594)
e. Transfers to Property Disposal (-)	(1,225.305)	.000	(955.738)	(269.567)
f. Issues/Receipts w/o Reimbursement	693.502	.000	540.932	152.571
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(31.399)	.000	(24.491)	(6.908)
2. Discounts on Returns	(19.461)	.000	(15.180)	(4.281)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.344)	.000	(.268)	(.076)
5. Assembly/Disassembly	(245.623)	.000	(191.586)	(54.037)
6. Physical Inventory Adj	71.852	.000	56.045	15.808
7. Accounting Adjustments	319.076	.000	248.879	70.197
8. Shipment Discrepancies	33.761	.000	26.333	7.427
9. Other Gains/Losses	128.698	.000	100.384	28.314
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	256.559	.000	200.116	56.443
h. Total Adjustments	1,580.343	.000	1,232.668	347.676
6. Inventory EOP	23,533.369	.000	16,340.259	7,193.110
7. Inventory EOP, Revalued (MAC, Discounted)	23,533.369	.000	16,340.259	7,193.110
a. Economic Retention (Memo)	2,155.224	.000	1,681.075	474.149
b. Contingency Retention (Memo)	2,325.943	.000	1,814.235	511.707
c. Potential DOD Reutilization (Memo)	1,687.733	.000	1,316.431	371.301
8. Inventory on Order Cost EOP (Memo)	6,168.899	.000	4,811.742	1,357.158

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) 2023  
Budget Estimates  
April 2022

CSAG - Supply Division

FY2023	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	23,533.369	.000	16,340.259	7,193.110
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(384.394)	.000	(299.828)	(84.567)
c. Inv Reclassified & Repriced	23,148.975	.000	16,040.431	7,108.543
3. Receipts at MAC	1,840.526	.000	1,435.610	404.916
4. Sales at Standard	2,884.215	.000	2,249.687	634.527
5. Inventory Adjustments				
a. Capitalization + or (-)	22.280	.000	17.379	4.902
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,461.207	.000	1,919.742	541.466
d. Returns to Suppliers (-)	(738.466)	.000	(576.004)	(162.463)
e. Transfers to Property Disposal (-)	(1,190.704)	.000	(928.749)	(261.955)
f. Issues/Receipts w/o Reimbursement	629.680	.000	491.150	138.530
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(34.902)	.000	(27.223)	(7.678)
2. Discounts on Returns	(10.059)	.000	(7.846)	(2.213)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.351)	.000	(.274)	(.077)
5. Assembly/Disassembly	(166.760)	.000	(130.073)	(36.687)
6. Physical Inventory Adj	71.852	.000	56.045	15.808
7. Accounting Adjustments	319.076	.000	248.879	70.197
8. Shipment Discrepancies	33.761	.000	26.333	7.427
9. Other Gains/Losses	128.698	.000	100.384	28.314
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	341.315	.000	266.226	75.089
h. Total Adjustments	1,525.313	.000	1,189.744	335.569
6. Inventory EOP	23,630.599	.000	16,416.098	7,214.501
7. Inventory EOP, Revalued (MAC, Discounted)	23,630.599	.000	16,416.098	7,214.501
a. Economic Retention (Memo)	2,198.328	.000	1,714.696	483.632
b. Contingency Retention (Memo)	2,372.462	.000	1,850.520	521.942
c. Potential DOD Reutilization (Memo)	1,721.487	.000	1,342.760	378.727
8. Inventory on Order Cost EOP (Memo)	6,292.277	.000	4,907.976	1,384.301

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) 2023 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. FY 2021 reflected an AOR of positive \$415.9 million primarily due to the non-recurring AF Flying Hour Program (FHP) specific surcharge applied to Flying Hour customers adding revenue to GSD due to under-reimbursement in prior fiscal years. Revenue and Expenses increase consistent with projected workload in FY 2022. Revenue decreases in FY 2023 primarily due to anticipating less workload being inducted by Depot Maintenance. FY 2023 reflects a deferred AOR of \$68.0 million to reduce risk in GSD and mitigate rate fluctuations. The deferred AOR allows for the program to preserve cash to remain between the upper and lower limits.

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

### Revenue, Expenses and Net Operating Results

(\$ Millions)	FY 2021	FY 2022	FY 2023
Total Revenue	\$4,607.4	\$4,657.1	\$4,631.8
Total Expenses	\$4,233.1	\$4,702.3	\$4,823.6
Operating Results	\$374.4	(\$45.2)	(\$191.8)
Other Adjustments (WRM)	\$28.3	(\$54.4)	(\$56.5)
Net Operating Results	\$402.7	(\$99.6)	(\$248.3)
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$415.9	316.3	\$68.0

### Cash Management

(\$ Millions)	FY 2021	FY 2022	FY 2023
BOP Cash Balance	\$176.8	\$375.6	\$512.1
Disbursements	\$4,217.1	\$4,729.1	\$4,811.0
Collections	\$4,320.2	\$4,788.1	\$4,516.9
Net Transfers	\$0.0	\$0.0	\$0.0
WRM	\$95.7	\$77.5	\$80.4
EOP Cash Balance	\$375.6	\$512.1	\$298.4
Lower Range Target	\$248.1	\$297.8	\$233.6
Upper Range Target	\$423.6	\$669.9	\$534.7

The FY 2021 SMAG-R end of year cash balance reflected a higher amount than in past fiscal years due to the AF FHP specific surcharge. The ending cash balance for FY 2022 increases significantly from FY 2021 primarily driven by GSD beginning with a higher cash balance than in prior fiscal years along with more collections than disbursements throughout the year. FY 2023 returns back to normal and is projected to be within the lower and upper operating ranges.

### Customer Price Change (%)

Division	FY 2021	FY 2022	FY 2023
General Support All AF Customers	2.57%	2.50%	7.04%
General Support AF Flying Hour Program Specific	27.90%	(17.80%)	7.04%
Medical-Dental	.68%	4.41%	5.78%
Academy	7.70%	(3.41%)	2.02%
SMAG-Retail	2.00%	2.96%	6.67%

FY 2022 and FY 2023 customer price changes for the SMAG-R divisions reflect an increase in material inflation. In FY 2021, a new surcharge was applied to the AF FHP customers to remedy the under-reimbursement to General Support in prior fiscal years. As a result, the AF FHP specific surcharge was 27.90%, but is a negative 17.80% in FY 2022 due to the program returning to normal. In FY 2023, the AF FHP customer price change returns to normal with all customers anticipating the same customer price change. The AF FHP surcharges did not have an impact to the total SMAG-R price changes. Medical-Dental increases in FY 2022 and FY 2023 due to transportation surcharges and inflation. The total SMAG-R customer price change in FY 2023 increases significantly primarily due to GSD increasing the Buy Rate to be more reflective of DLA's anticipated customer price change inflation.

### Analysis of Undelivered Orders

(\$ Millions)	FY 2021	FY 2022	FY 2023
Peacetime			
General Support Division	\$445.5	\$445.5	\$445.5
Medical-Dental Division	\$85.0	\$86.8	\$88.5
Academy Division	\$0.5	\$0.5	\$0.0
WRM			
Medical-Dental Division	\$63.8	\$65.1	\$66.4
Total SMAG-Retail	\$594.9	\$597.9	\$600.4

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

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 2021, GSD met this goal with 14.5%. FY 2022 and FY 2023 shows further improvement with 13.6% in FY 2022 and 13.1% in FY 2023.

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 2021	FY 2022	FY 2023
Actual Performance	15.6		
Objective	15.0	15.0	15.0

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.

**Supply Management Activity Group Retail**

Item Quantity Requirements	FY 2021	FY 2021	FY 2023
Number of Issues	3,183,294	3,310,170	3,400,408
Number of Receipts	5,599,813	5,881,816	6,050,331
Number of Requisitions	6,835,561	7,043,581	7,238,873
Contracts Executed	11,085	11,415	11,772
Purchase Inflation	2.97%	2.98%	6.02%
Items Managed	1,950,641	1,950,319	1,954,058

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**Supply Management Activity Group - Retail**

	FY2021	FY2022	FY2023
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
<b>(1) Air Force</b>			
(a) Aircraft Procurement	1.201	.659	.160
(b) Missile Procurement	.001	.001	.000
(c) Other Procurement	.217	.010	.000
(d) Military Construction	(.000)	.000	.000
(e) Operations & Maintenance - AF	1,486.361	1,343.072	1,358.866
(f) Operations & Maintenance - AFRC	102.651	111.166	118.999
(g) Operations & Maintenance - ANG	253.271	252.375	271.831
(h) Research & Development - AF	21.244	20.126	20.008
(i) Military Personnel - AF	.000	.000	.000
(j) Reserve Personnel - AF	3.065	.385	1.813
(k) Guard Personnel - ANG	.293	.664	.333
(l) Family Housing	.009	.071	.050
(m) Special Trust Funds	7.311	7.132	7.491
(n) Other Air Force	.084	10.036	10.018
<b>Total Air Force</b>	<b>1,875.706</b>	<b>1,745.697</b>	<b>1,789.568</b>
(2) Army	6.832	10.937	12.321
(3) Navy	2.089	1.201	1.145
(4) MAP Grant Aid	(.036)	.042	.004
(5) Other DOD	1,024.103	1,402.443	1,428.450
<b>Total DOD excluding WCF</b>	<b>2,908.693</b>	<b>3,160.320</b>	<b>3,231.487</b>
<b>b. Orders From Other Fund Activity Groups</b>			
(1) Other AF Supply Management Activity Groups	(.001)	.002	.000
(2) Transportation Activity Group - TRANSCOM	123.045	97.989	99.257
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,369.938	1,287.670	1,396.603
(4) Other WCF Activity Groups	.014	.007	.007
(5) Commissary, Sur. Coll.	.000	.001	.001
<b>Total Other Fund Activity Groups</b>	<b>1,492.996</b>	<b>1,385.669</b>	<b>1,495.868</b>
<b>c. Grand Total DOD</b>	<b>4,401.689</b>	<b>4,545.989</b>	<b>4,727.356</b>

Fund 11 Supply Management Activity Group - Retail

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**Supply Management Activity Group - Retail**

	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>d. Other Orders</b>			
<b>(1) Other Federal Agencies</b>	<b>2.585</b>	<b>1.842</b>	<b>1.715</b>
<b>(2) Non Federal Agencies</b>	<b>.106</b>	<b>.337</b>	<b>.305</b>
<b>(3) FMS</b>	<b>2.805</b>	<b>4.682</b>	<b>4.742</b>
<b>Total Other Orders</b>	<b>5.496</b>	<b>6.861</b>	<b>6.762</b>
<b>Total New Orders</b>	<b>4,407.186</b>	<b>4,552.851</b>	<b>4,734.117</b>
<b>2. Carry-In Orders (BOP Backorders)</b>	<b>1,120.154</b>	<b>1,030.888</b>	<b>1,019.073</b>
<b>3. Total Gross Orders</b>	<b>5,527.340</b>	<b>5,583.739</b>	<b>5,753.190</b>
<b>4. Carry-Out Orders (-) (EOP Backorders)</b>	<b>1,030.888</b>	<b>1,019.073</b>	<b>1,216.870</b>
<b>5. Gross Sales (-)</b>	<b>4,570.771</b>	<b>4,628.927</b>	<b>4,601.374</b>
<b>6. Credit Returns (-)</b>	<b>74.345</b>	<b>64.261</b>	<b>65.054</b>
<b>7. Net Sales</b>	<b>4,496.426</b>	<b>4,564.666</b>	<b>4,536.320</b>

Fund 14 (Dollars in Millions)	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail	Fiscal Year (FY) 2023 Budget Estimates April 2022
<b>Supply Management Activity Group - Retail</b>		

	FY2021	FY2022	FY2023
<b>Revenue:</b>			
Gross Revenue from Sales	4,570.771	4,628.927	4,601.374
Less Credit Returns	74.345	64.261	65.054
Net Revenue from Sales	4,496.426	4,564.666	4,536.320
Other Revenue	34.312	15.000	15.000
Direct Appropriation	76.708	77.453	80.448
<b>Total Net Revenue</b>	<b>4,607.445</b>	<b>4,657.119</b>	<b>4,631.768</b>
<b>Expense:</b>			
Cost of Material Sold Operating Program	4,040.530	4,603.776	4,720.259
Cost of Material Sold WRM	35.611	15.000	15.000
Cost of Material Repair	.000	.000	.000
Subtotal Sales Material Expense	4,076.141	4,618.776	4,735.259
Inventory Losses / Obsolescence (Ops)	(8.318)	(17.253)	(17.909)
Inventory Losses / Obsolescence (WRM)	102.216	21.769	22.596
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	4,170.040	4,623.292	4,739.946
<b>Business Operations</b>			
Military Personnel	.000	.000	.000
Civilian Personnel	.000	.000	.000
Travel & Transportation of People	.000	.084	.084
Materials & Supplies	.000	.000	.000
Equipment	.000	.000	.000
Other WCF Purchases	27.787	33.712	38.002
Transportation of Things Operating Program	21.556	31.514	31.571
Transportation of Things WRM	1.556	1.281	1.330
Capital Investment Depreciation	.000	.000	.000
Printing and Reproduction	.000	.000	.000
Advisory and Assistance Services	.468	.447	.447
Rent, Comm, Utilities and Misc Charges	.987	1.206	1.229
Other Purchased Services	10.674	10.791	10.942
Subtotal Business Operations	63.027	79.035	83.606
<b>Total Expenses</b>	<b>4,233.067</b>	<b>4,702.327</b>	<b>4,823.552</b>

Fund 14 Supply Management Activity Group - Retail

Fund 14 (Dollars in Millions) <b>Supply Management Activity Group - Retail</b>	Revenue and Expenses Air Force Working Capital Fund Supply Management Activity Group - Retail		Fiscal Year (FY) 2023 Budget Estimates April 2022
	FY2021	FY2022	FY2023
<b>Operating Result</b>	<b>374.379</b>	<b>(45.208)</b>	<b>(191.784)</b>
Less Capital Surcharge	.000	.000	.000
Less Direct Appropriations	(76.708)	(77.453)	(80.448)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Adjustment for Mobilization / WRM NOR	105.071	23.050	23.926
Other Changes (NOR)	.000	.000	.000
<b>NET OPERATING RESULT (NOR)</b>	<b>402.742</b>	<b>(99.611)</b>	<b>(248.306)</b>
Prior Year Adjustments (AOR)	.000	.000	.000
Other Changes (AOR)	.000	.000	.000
Plus Prior Year AOR	13.174	415.917	316.306
Accumulated Operating Result (AOR)	415.917	316.306	68.000
Non-Recoverable Adjustment (AOR)	.000	.000	.000
Accumulated Operating Result for Budget Purposes	415.917	316.306	68.000

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) 2023  
Budget Estimates  
April 2022

Supply Management Activity Group - Retail

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn <sup>1</sup>	Direct Reimbursables (Initial Spares)	Total Operating Obligations	Total Capital Obligations	Variability Target	Target Total
<b><u>FY2021</u></b>									
GSD	3,435.131	3,502.055	3,070.616	.000	.000	3,070.616	.000	400.000	3,470.616
Med/Dent	964.737	987.053	1,007.732	119.691	.000	1,127.423	.000	.000	1,127.423
Academy	7.318	7.318	6.230	.000	.000	6.230	.000	.000	6.230
Total SMAG-Retail	4,407.186	4,496.426	4,084.578	119.691	.000	4,204.269	.000	400.000	4,604.269
<b><u>FY2022</u></b>									
GSD	3,207.791	3,223.644	3,282.904	.000	.000	3,282.904	.000	400.000	3,682.904
Med/Dent	1,337.930	1,333.893	1,381.627	120.005	.000	1,501.632	.000	.000	1,501.632
Academy	7.129	7.129	16.999	.000	.000	16.999	.000	.000	16.999
Total SMAG-Retail	4,552.851	4,564.666	4,681.530	120.005	.000	4,801.535	.000	400.000	5,201.535
<b><u>FY2023</u></b>									
GSD	3,346.468	3,156.242	3,400.513	.000	.000	3,400.513	.000	400.000	3,800.513
Med/Dent	1,380.156	1,372.585	1,395.504	95.448	.000	1,490.952	.000	.000	1,490.952
Academy	7.493	7.493	6.517	.000	.000	6.517	.000	.000	6.517
Total SMAG-Retail	4,734.117	4,536.320	4,802.535	95.448	.000	4,897.983	.000	400.000	5,297.983

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) 2023  
Budget Estimates  
April 2022

Supply Management Activity Group - Retail

FY2021	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,098.984	868.719	878.799	351.466
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(28.901)	.000	(28.914)	.012
c. Inv Reclassified & Repriced	2,070.082	868.719	849.885	351.478
3. Receipts at MAC	4,138.756	97.386	4,041.370	.000
4. Sales at Standard	3,893.529	35.611	3,857.918	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	8.546	1.736	6.809	.000
b. Returns from Customers for Credit	1.510	.000	1.414	.096
c. Returns from Customers w/o Credit	491.698	.165	471.134	20.399
d. Returns to Suppliers (-)	(83.942)	(.139)	(83.676)	(.127)
e. Transfers to Property Disposal (-)	(929.272)	(22.099)	(906.729)	(.444)
f. Issues/Receipts w/o Reimbursement	499.268	4.145	495.123	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(64.788)	(38.367)	(5.770)	(20.651)
2. Discounts on Returns	(7.507)	.000	(7.507)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(15.323)	(1.220)	(14.083)	(.020)
6. Physical Inventory Adj	(23.568)	(1.545)	(22.033)	.009
7. Accounting Adjustments	(392.252)	(30.827)	(145.279)	(216.146)
8. Shipment Discrepancies	939.848	1.225	938.623	.000
9. Other Gains/Losses	(.212)	(.185)	(.448)	.422
10. Strata Transfers	.000	.476	(.513)	.036
11. Strata Transfers in Transit	30.448	(7.399)	37.847	.000
12. Other Adjustments - Total	466.646	(77.842)	780.837	(236.349)
h. Total Adjustments	454.453	(94.033)	764.912	(216.426)
6. Inventory EOP	2,769.761	836.461	1,798.249	135.052
7. Inventory EOP, Revalued (MAC, Discounted)	2,769.761	836.461	1,798.249	135.052
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)	594.906	63.830	531.076	.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) 2023  
Budget Estimates  
April 2022

Supply Management Activity Group - Retail

FY2022	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,769.761	836.461	1,798.249	135.052
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(24.945)	.000	(24.957)	.013
c. Inv Reclassified & Repriced	2,744.817	836.461	1,773.291	135.065
3. Receipts at MAC	4,656.047	77.453	4,578.594	.000
4. Sales at Standard	4,367.116	15.000	4,352.116	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	6.973	1.754	5.219	.000
b. Returns from Customers for Credit	1.526	.000	1.428	.098
c. Returns from Customers w/o Credit	482.759	.167	461.786	20.807
d. Returns to Suppliers (-)	(131.585)	(.141)	(131.314)	(.130)
e. Transfers to Property Disposal (-)	(937.990)	(22.320)	(915.217)	(.453)
f. Issues/Receipts w/o Reimbursement	415.313	4.187	411.127	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(65.415)	(38.751)	(5.806)	(20.857)
2. Discounts on Returns	(8.023)	.000	(8.023)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(21.643)	(1.232)	(20.391)	(.020)
6. Physical Inventory Adj	1.998	(1.560)	3.549	.009
7. Accounting Adjustments	(120.270)	(31.135)	(97.052)	7.917
8. Shipment Discrepancies	32.570	1.238	31.333	.000
9. Other Gains/Losses	(.214)	(.187)	(.453)	.426
10. Strata Transfers	.000	.481	(.518)	.037
11. Strata Transfers in Transit	51.253	7.527	43.226	.500
12. Other Adjustments - Total	(129.744)	(63.620)	(54.136)	(11.988)
h. Total Adjustments	(292.747)	(79.974)	(221.108)	8.334
6. Inventory EOP	2,741.000	818.940	1,778.661	143.399
7. Inventory EOP, Revalued (MAC, Discounted)	2,741.000	818.940	1,778.661	143.399
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)	597.883	65.107	532.777	.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) 2023  
Budget Estimates  
April 2022

Supply Management Activity Group - Retail

FY2023	Total	Mobil	Peacetime Operating	Peacetime Other
1. Inventory BOP	2,741.000	818.940	1,778.661	143.399
2. BOP Inventory Adjustments				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(24.140)	.000	(24.153)	.013
c. Inv Reclassified & Repriced	2,716.860	818.940	1,754.508	143.412
3. Receipts at MAC	4,778.563	80.448	4,698.115	.000
4. Sales at Standard	4,457.182	15.000	4,442.182	.000
5. Inventory Adjustments				
a. Capitalization + or (-)	6.889	1.771	5.118	.000
b. Returns from Customers for Credit	1.541	.000	1.442	.099
c. Returns from Customers w/o Credit	486.027	.168	464.844	21.015
d. Returns to Suppliers (-)	(135.707)	(.142)	(135.433)	(.131)
e. Transfers to Property Disposal (-)	(940.458)	(23.213)	(916.788)	(.457)
f. Issues/Receipts w/o Reimbursement	424.399	4.229	420.171	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(67.406)	(40.301)	(6.039)	(21.066)
2. Discounts on Returns	(7.278)	.000	(7.278)	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(21.329)	(1.244)	(20.065)	(.020)
6. Physical Inventory Adj	1.944	(1.576)	3.510	.010
7. Accounting Adjustments	(119.589)	(31.446)	(44.898)	(43.244)
8. Shipment Discrepancies	34.395	1.250	33.145	.000
9. Other Gains/Losses	(.216)	(.189)	(.457)	.430
10. Strata Transfers	.000	.486	(.523)	.037
11. Strata Transfers in Transit	41.765	7.602	33.658	.505
12. Other Adjustments - Total	(137.714)	(65.419)	(8.947)	(63.348)
h. Total Adjustments	(295.021)	(82.605)	(169.593)	(42.823)
6. Inventory EOP	2,743.220	801.782	1,840.848	100.589
7. Inventory EOP, Revalued (MAC, Discounted)	2,743.220	801.782	1,840.848	100.589
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)	600.420	66.409	534.012	.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) 2023  
Budget Estimates  
April 2022

**Supply Management Activity Group - Retail**

FY2021

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
1. Inventory BOP @ std	868.719	868.719	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	(32.259)	(32.259)	.000
a. Receipts @ std	97.551	97.551	.000
(1). Purchases	97.386	97.386	.000
(2). Returns from customers	.165	.165	.000
b. Issues @ std	(57.850)	(57.850)	.000
(1). Sales	(35.611)	(35.611)	.000
(2). Returns to suppliers	(.139)	(.139)	.000
(3). Disposals	(22.099)	(22.099)	.000
c. Adjustments @ std	(71.960)	(71.960)	.000
(1). Capitalizations	1.736	1.736	.000
(2). Gains and losses	4.145	4.145	.000
(3). Other	(77.842)	(77.842)	.000
Inventory EOP	836.461	836.461	.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)	23.979
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
Total Request	119.691

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) 2023  
Budget Estimates  
April 2022

**Supply Management Activity Group - Retail**

**FY2022**

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>836.461</b>	<b>836.461</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>(17.521)</b>	<b>(17.521)</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>77.620</b>	<b>77.620</b>	<b>.000</b>
<b>(1). Purchases</b>	<b>77.453</b>	<b>77.453</b>	<b>.000</b>
<b>(2). Returns from customers</b>	<b>.167</b>	<b>.167</b>	<b>.000</b>
<b>b. Issues @ std</b>	<b>(37.461)</b>	<b>(37.461)</b>	<b>.000</b>
<b>(1). Sales</b>	<b>(15.000)</b>	<b>(15.000)</b>	<b>.000</b>
<b>(2). Returns to suppliers</b>	<b>(.141)</b>	<b>(.141)</b>	<b>.000</b>
<b>(3). Disposals</b>	<b>(22.320)</b>	<b>(22.320)</b>	<b>.000</b>
<b>c. Adjustments @ std</b>	<b>(57.680)</b>	<b>(57.680)</b>	<b>.000</b>
<b>(1). Capitalizations</b>	<b>1.754</b>	<b>1.754</b>	<b>.000</b>
<b>(2). Gains and losses</b>	<b>4.187</b>	<b>4.187</b>	<b>.000</b>
<b>(3). Other</b>	<b>(63.620)</b>	<b>(63.620)</b>	<b>.000</b>
<b>Inventory EOP</b>	<b>818.940</b>	<b>818.940</b>	<b>.000</b>

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
<b>i. Current Year (Direct Appropriation)</b>	<b>77.453</b>
<b>ii. Prior Year</b>	<b>.000</b>
<b>b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)</b>	<b>42.552</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>120.005</b>

SM-6 Supply Management Activity Group - Retail

SM-6  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**Supply Management Activity Group - Retail**

FY2023

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
<b>1. Inventory BOP @ std</b>	<b>818.940</b>	<b>818.940</b>	<b>.000</b>
<b>2. Price Change</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>3. Reclassification</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>
<b>4. Inventory Changes</b>	<b>(17.157)</b>	<b>(17.157)</b>	<b>.000</b>
<b>a. Receipts @ std</b>	<b>80.616</b>	<b>80.616</b>	<b>.000</b>
<b>(1). Purchases</b>	<b>80.448</b>	<b>80.448</b>	<b>.000</b>
<b>(2). Returns from customers</b>	<b>.168</b>	<b>.168</b>	<b>.000</b>
<b>b. Issues @ std</b>	<b>(38.355)</b>	<b>(38.355)</b>	<b>.000</b>
<b>(1). Sales</b>	<b>(15.000)</b>	<b>(15.000)</b>	<b>.000</b>
<b>(2). Returns to suppliers</b>	<b>(.142)</b>	<b>(.142)</b>	<b>.000</b>
<b>(3). Disposals</b>	<b>(23.213)</b>	<b>(23.213)</b>	<b>.000</b>
<b>c. Adjustments @ std</b>	<b>(59.419)</b>	<b>(59.419)</b>	<b>.000</b>
<b>(1). Capitalizations</b>	<b>1.771</b>	<b>1.771</b>	<b>.000</b>
<b>(2). Gains and losses</b>	<b>4.229</b>	<b>4.229</b>	<b>.000</b>
<b>(3). Other</b>	<b>(65.419)</b>	<b>(65.419)</b>	<b>.000</b>
<b>Inventory EOP</b>	<b>801.782</b>	<b>801.782</b>	<b>.000</b>

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

<b>1. Obligations @ cost</b>	
<b>a. Additional WRM Investment</b>	
<b>i. Current Year (Direct Appropriation)</b>	<b>80.448</b>
<b>ii. Prior Year</b>	<b>.000</b>
<b>b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)</b>	<b>15.000</b>
<b>c. Stock Rotation/Obsolescence</b>	<b>.000</b>
<b>d. Assemble/Disassemble</b>	<b>.000</b>
<b>e. Other</b>	<b>.000</b>
<b>Total Request</b>	<b>95.448</b>

SM-6 Supply Management Activity Group - Retail

***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***UNITED STATES***

***TRANSPORTATION COMMAND***

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**United States Transportation Command  
Transportation Working Capital Fund  
Fiscal Year (FY) 2023 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. The success of DoD's power projection capability is contingent on three critical elements of TRANSCOM's organizational warfighting framework: (1) Global Mobility Posture, the foundation of power projection; (2) Global Mobility Capacity, the conveyances and platforms that move troops, supplies, fuel, and equipment through global transportation networks; and (3) Global Command, Control, and Integration, the central piece of USTRANSCOM's ability to align scarce mobility resources with the highest strategic priorities.

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. The new National Defense Strategy (NDS) focuses on building a more lethal force, strengthening alliances, and attracting new partners, and reforming the department for greater performance and affordability. To maintain a strategic comparative advantage, we have two top mobility concerns to fulfill 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. Cyber resiliency and digital modernization initiatives will remain a top priority for the command. We continue to modernize our IT systems by not

only taking advantage of cloud computing services but also through advancing our ability to manage data as a strategic asset to advance decision making at all levels.

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. By transitioning to a single move manager, Global Household Goods Contract (GHC) fundamentally restructures DoD's relationship with the household goods moving industry to deliver the quality that service members, DoD employees, and their families deserve, and the accountability that Congress demanded.

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 \$8.1 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. Our assigned Unified Command Plan tasks are executed through three component commands (U.S. Army's Military Surface Deployment and Distribution Command, U.S. Navy's Military Sealift Command (MSC), and U.S. Air Force's Air Mobility Command (AMC)) and one major subordinate command (Joint Enabling Capabilities Command). 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:

AMC 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.

MSC 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.

SDDC 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 Overseas Operations is an example of our ability to execute our mission. Our successes result from the synergy of military and commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning - all requiring the team efforts of the Commander's Staff and our components. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense transportation enterprise.

**Costs**

<b>COST (\$ IN MILLIONS)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
AMC	5,052	5,569	5,624
SDDC	1,380	988	1,029
MSC	718	1,105	969
DCD	6	7	7
USTRANSCOM Command Staff	387	480	475
<b>Total</b>	<b>\$7,543</b>	<b>\$8,149</b>	<b>\$8,104</b>

**FY 2022 changes from the FY 2022 PB to the FY 2023 PB:**

Total USTRANSCOM: Cost decreased in FY 2022 by \$245 million, major changes are listed below:

- (\$568) million – Customer workload changes
- (\$212) million – Transfer Global POV out of Working Capital Fund
- (\$21) million – Specialized Transportation Support Services recovery fee policy changes
- (\$2) million – Other
- \$98 million – Aircraft maintenance requirements
- \$460 million – Pricing changes (commercial transportation, fuel, aircraft maintenance, general inflation, and pay)

**Changes from FY 2022 in the FY23PB to FY 2023 in the FY23PB:**

Total USTRANSCOM: Cost decreased in FY 2023 by \$45 million, major changes are listed below:

- (\$100) million – Customer workload changes
- (\$56) million – Ship maintenance requirements (Ships transferring to MARAD/inactivation/deactivation)
- (\$16) million – Other
- \$11 million – Facility maintenance (Military Ocean Terminal-Sunny Point and AMC ramps, terminals, & hangars)
- \$13 million – Aircraft maintenance requirements
- \$24 million – Pricing changes (commercial transportation, fuel, general inflation, pay, and aircraft maintenance)
- \$79 million – Command Staff initiatives (Re-baselining; returned gains in FY22 due to prior year under-execution)

**Revenue**

<b>REVENUE (\$ IN MILLIONS)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
AMC	4,814	5,203	6,116
SDDC	1,265	985	920
MSC	743	1,131	980
DCD	5	4	6
USTRANSCOM Command Staff	483	407	483
<b>Total</b>	<b>\$7,310</b>	<b>\$7,730</b>	<b>\$8,505</b>

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 DoD FMR, AMC’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 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 and Traffic Management

**Disbursements, Collections, and Net Outlays**

<b>(\$ IN MILLIONS)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Disbursements	7,579	8,580	8,091
Collections	7,572	8,994	7,967
Net Outlays	7	-414	124
Ending Cash Balance	521	935	812
Cash Lower Boundary	526	797	762
Cash Upper Boundary	1,091	1,457	1,385

**FY 2022 USTRANSCOM CASH:** The FY 2022 cash is projected to increase from \$521 million to \$935 million due increase in TWCF rates, additional \$86 million in ARA for fuel price increase not recovered in the out of cycle TWCF rate increase and \$323 million ARA buy down for FY23. TWCF also received \$409 million in appropriations for Ukraine Supplemental funding included in the FY22 OMNIBUS, but it is a net zero cash impact since the receipt of the direct appropriation will be offset by increased disbursements related to Ukraine support. The cash position assumes collection of \$747 million in ARA. USTRANSCOM cash balance remains with the Operating Range.

**FY 2023 USTRANSCOM CASH:** The FY 2023 cash is projected to decrease from \$935 million to \$812 million due to recovering losses from prior years and unsourced portion of ARA requirement. USTRANSCOM cash balance remains with the Operating Range.

**Customer Rate Changes**

<b>AMC RATE CHANGES</b>	<b>FY 2022 (Oct – Jan)</b>	<b>FY 2022 (Feb – Sep)</b>	<b>FY 2023</b>
Channel Passenger	+1.9%	+1.9%	+2.1%
Channel Cargo	+5.4%	+5.4%	+7.7%
SAAM/JETP	-0.9%	+15.6%	+27.9%
Training	+0.6%	+8.1%	+29.0%

<b>MSC RATE CHANGES</b>	<b>FY 2022 (Oct – Jan)</b>	<b>FY 2022 (Feb – Sep)</b>	<b>FY 2023</b>
Petroleum Tanker ships	-4.4%	+1.3%	+56.4%
Surge ROS	-17.6%	-17.0%	N/A
Army Afloat Prepositioning	+5.1%	+8.4%	+24.9%
Air Force Afloat Prepositioning	-4.6%	+1.9%	+44.4%
Chartered Cargo	+184.0%	+195.7%	+105.1%

<b>SDDC RATE CHANGES</b>	<b>FY 2022</b>	<b>FY 2023</b>
Port Operations	+28.7%	10.0%
Liner Ocean Transportation	+16.1%	-11.6%

\*Global POV no longer in TWCF beginning in FY22

<b>DCD RATE CHANGES</b>	<b>FY 2022</b>	<b>FY 2023</b>
Pounds Delivered	-25.5%	+57.9%

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

The CIP budget enables USTRANSCOM to build, adapt and maintain the Equipment, Automated Data Processing Equipment (ADPE), Telecommunications Equipment, Software Development, and Minor Construction required to conduct globally integrated mobility operations, lead the broader Joint Deployment and Distribution Enterprise (JDDE), and provide enabling capabilities in order to project and sustain the Joint Force in support of national objectives.

USTRANSCOM continues to challenge assumptions, accurately forecast trends that will define the future operating environment, and develop the technologies to maintain our Nation's competitive advantage in transportation and logistics. Current efforts include Consolidate Air Mobility Planning System (CAMPS), Defense Personal Property System (DPS), and Integrated Booking System (IBS).

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

<b>CIP (\$ IN MILLIONS)</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Equipment	1.3	.5	1
ADPE and Telecom Equip	10.9	12.0	2.1
Software Development	43.9	44.7	50.4
Minor Construction	6.1	12.2	10.6
<b>Total</b>	<b>62.2</b>	<b>69.4</b>	<b>64.1</b>

### 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\***

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
Army	205	214	215
Navy	144	156	153
Marine Corps	12	12	12
Air Force	12,110	12,048	12,045
Total Military End Strength	12,471	12,430	12,425
Total Military Work-years	12,901	12,542	12,539

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

#### **Civilian End Strength**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
U.S. Direct Hire	3657	3,970	3957
Foreign National Direct Hire	276	287	287
Foreign National Indirect Hire	278	304	304
Total Civilian End Strength	4,211	4,561	4,548

### Civilian Full-Time Equivalents

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
U.S. Direct Hire	3,668	3,970	3,957
Foreign National Direct Hire	271	287	287
Foreign National Indirect Hire	276	304	304
Total Civilian FTEs	4,215	4,561	4,548

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2021 Estimated Actuals</b>	<b>\$7,542.7</b>
<b>FY2022 Estimate in President's Budget</b>	<b>\$8,394.1</b>
<b>Estimated Impact in FY2022 Actual FY2021 Experience</b>	<b>\$0.0</b>
<b>Pricing Adjustments:</b>	<b>\$460.2</b>
<b>a. FY2022 Pay Raises</b>	<b>\$5.1</b>
(1) Civilian Personnel	\$4.7
(2) Military Personnel	\$0.4
<b>b. Annualization of Prior Year Pay Raises</b>	<b>\$0.0</b>
(1) Civilian Personnel	\$0.0
(2) Military Personnel	\$0.0
<b>c. Fuel Pricing</b>	<b>\$150.2</b>
<b>d. General Purchase Inflation</b>	<b>\$17.7</b>
<b>e. Depot Level Repairables Changes</b>	<b>\$28.6</b>
<b>f. Commercial Transportation Pricing Changes</b>	<b>\$183.7</b>
<b>g. Aircraft Maintenance Price changes</b>	<b>\$74.9</b>
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>\$0.0</b>
<b>a. Headquarters Reductions</b>	<b>\$0.0</b>
<b>Program Changes:</b>	<b>(\$705.4)</b>
<b>a. Aircraft Maintenance Changes</b>	<b>\$97.6</b>
<b>b. Other</b>	<b>(\$234.9)</b>
<b>c. Workload Changes</b>	<b>(\$567.9)</b>
<b>d. Ship Maintenance Changes</b>	<b>\$0.0</b>
<b>e. Container Detention changes</b>	<b>\$0.0</b>
<b>f. Facility Maintenance</b>	<b>(\$0.2)</b>
<b>g. Command Initiatives</b>	<b>\$0.0</b>
<b>FY2022 Current Estimate</b>	<b>\$8,148.9</b>

Fund 2  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2022 Current Estimate</b>	<b>\$8,148.9</b>
<b>Pricing Adjustments:</b>	<b>\$22.6</b>
<b>a. FY2023 Pay Raises</b>	<b>\$17.1</b>
(1) Civilian Personnel	\$14.6
(2) Military Personnel	\$2.5
<b>b. Annualization of Prior Year Pay Raises</b>	<b>\$3.8</b>
(1) Civilian Personnel	\$3.7
(2) Military Personnel	\$0.1
<b>c. General Purchase Inflation</b>	<b>\$49.2</b>
<b>d. Aircraft Maintenance Changes</b>	<b>\$24.3</b>
<b>e. Commercial Transportation Pricing Changes</b>	<b>(\$29.8)</b>
<b>f. Depot Level Repairables Changes</b>	<b>\$11.1</b>
<b>g. Fuel Pricing</b>	<b>(\$53.1)</b>
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	<b>\$0.0</b>
<b>a. Fuel Efficiencies due to Information Technology Initiatives</b>	<b>\$0.0</b>
<b>b. Fuel Efficiencies due to Policy</b>	<b>\$0.0</b>
<b>c. Cost Efficiencies</b>	<b>\$0.0</b>
<b>d. Headquarters Reductions</b>	<b>\$0.0</b>
<b>Program Changes:</b>	<b>(\$67.5)</b>
<b>a. Other</b>	<b>(\$20.3)</b>
<b>b. Aircraft Maintenance Changes</b>	<b>\$12.8</b>
<b>c. Workload Changes</b>	<b>(\$92.6)</b>
<b>d. Ship Maintenance Changes</b>	<b>(\$56.3)</b>
<b>e. Facility Maintenance</b>	<b>\$10.8</b>
<b>f. Command Initiatives</b>	<b>\$78.1</b>
<b>FY2023 Estimate</b>	<b>\$8,104.0</b>

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**United States Transportation Command**

	FY2021	FY2022	FY2023
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>	<b>6,295.6</b>	<b>6,583.9</b>	<b>7,318.4</b>
<b>Total Air Force</b>	<b>3,041.3</b>	<b>3,404.0</b>	<b>4,392.3</b>
<b>Military Personnel</b>	<b>164.4</b>	<b>84.6</b>	<b>75.8</b>
<b>Aircraft Procurement</b>	<b>1.0</b>	<b>.4</b>	<b>.4</b>
<b>Missile Procurement</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Other Procurement</b>	<b>16.1</b>	<b>12.1</b>	<b>12.5</b>
<b>Operations &amp; Maintenance</b>	<b>2,660.2</b>	<b>3,052.3</b>	<b>4,009.0</b>
<b>Operations &amp; Maintenance - ANG</b>	<b>1.1</b>	<b>.2</b>	<b>.4</b>
<b>Operations and Maintenance - AFRES</b>	<b>159.6</b>	<b>215.2</b>	<b>263.6</b>
<b>RDT&amp;E</b>	<b>7.7</b>	<b>8.0</b>	<b>8.7</b>
<b>Other</b>	<b>31.2</b>	<b>31.2</b>	<b>21.9</b>
<b>Army</b>	<b>1,803.3</b>	<b>1,953.2</b>	<b>1,837.0</b>
<b>Military Personnel</b>	<b>184.6</b>	<b>79.1</b>	<b>69.8</b>
<b>Aircraft Procurement</b>	<b>.2</b>	<b>.2</b>	<b>.3</b>
<b>Missile Procurement</b>	<b>.2</b>	<b>.2</b>	<b>.3</b>
<b>Other Procurement</b>	<b>5.8</b>	<b>10.8</b>	<b>9.8</b>
<b>AAFES</b>	<b>14.4</b>	<b>53.3</b>	<b>44.8</b>
<b>Operations and Maintenance</b>	<b>1,496.4</b>	<b>1,729.5</b>	<b>1,642.2</b>
<b>NG, O&amp;M</b>	<b>13.7</b>	<b>12.3</b>	<b>12.5</b>
<b>Army Reserve</b>	<b>5.8</b>	<b>5.6</b>	<b>6.1</b>
<b>RDT&amp;E</b>	<b>31.4</b>	<b>11.0</b>	<b>11.9</b>
<b>Other</b>	<b>50.8</b>	<b>51.2</b>	<b>39.3</b>
<b>Navy</b>	<b>763.3</b>	<b>645.9</b>	<b>508.7</b>
<b>Military Personnel</b>	<b>107.8</b>	<b>50.9</b>	<b>46.6</b>
<b>Aircraft Procurement</b>	<b>.1</b>	<b>.0</b>	<b>.0</b>
<b>NEXCOM</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Operations and Maintenance</b>	<b>330.2</b>	<b>337.2</b>	<b>321.6</b>
<b>NG, O&amp;M</b>	<b>.5</b>	<b>.0</b>	<b>.0</b>
<b>NDSF</b>	<b>287.3</b>	<b>209.4</b>	<b>94.5</b>
<b>RDT&amp;E</b>	<b>.1</b>	<b>.0</b>	<b>.0</b>
<b>Other</b>	<b>37.3</b>	<b>48.4</b>	<b>46.0</b>

Fund 11 United States Transportation Command

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**United States Transportation Command**

	FY2021	FY2022	FY2023
<b>Marine Corps</b>	<b>201.0</b>	<b>173.1</b>	<b>158.6</b>
<b>Military Personnel</b>	<b>18.7</b>	<b>15.4</b>	<b>15.3</b>
<b>MCEX</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Operations and Maintenance</b>	<b>177.4</b>	<b>151.0</b>	<b>136.8</b>
<b>Other</b>	<b>4.9</b>	<b>6.7</b>	<b>6.5</b>
<b>Space Force</b>	<b>1.0</b>	<b>2.0</b>	<b>2.1</b>
<b>Operations and Maintenance</b>	<b>.1</b>	<b>1.1</b>	<b>1.1</b>
<b>Procurement</b>	<b>.5</b>	<b>.5</b>	<b>.6</b>
<b>RDT&amp;E</b>	<b>.4</b>	<b>.4</b>	<b>.4</b>
<b>OSD</b>	<b>485.7</b>	<b>405.7</b>	<b>419.7</b>
<b>Operations and Maintenance</b>	<b>298.1</b>	<b>389.7</b>	<b>402.6</b>
<b>JCS</b>	<b>26.9</b>	<b>103.9</b>	<b>111.3</b>
<b>SOCOM</b>	<b>195.0</b>	<b>219.5</b>	<b>224.9</b>
<b>Health Affairs</b>	<b>5.9</b>	<b>6.3</b>	<b>6.7</b>
<b>NSA</b>	<b>2.4</b>	<b>1.0</b>	<b>.5</b>
<b>DIA</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>DMA</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Other</b>	<b>67.9</b>	<b>59.0</b>	<b>59.2</b>
<b>DLA (Non-WCF)</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>DTS-PMO</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>DSCA</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>Procurement</b>	<b>.2</b>	<b>.2</b>	<b>.2</b>
<b>Other</b>	<b>187.4</b>	<b>15.8</b>	<b>16.9</b>
<b>b. Orders From Other Fund Activity Groups</b>	<b>709.9</b>	<b>862.2</b>	<b>904.6</b>
<b>DECA</b>	<b>7.9</b>	<b>6.0</b>	<b>5.3</b>
<b>DLA</b>	<b>259.7</b>	<b>514.6</b>	<b>455.8</b>
<b>Other Orders</b>	<b>442.3</b>	<b>341.6</b>	<b>443.5</b>
<b>c. Total DOD</b>	<b>7,005.5</b>	<b>7,446.1</b>	<b>8,223.0</b>
<b>d. Other Orders</b>	<b>304.7</b>	<b>283.4</b>	<b>281.7</b>

Fund 11 United States Transportation Command

Fund 11  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**United States Transportation Command**

	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Other Federal Agencies</b>	<b>36.9</b>	<b>31.5</b>	<b>32.7</b>
<b>Trust Fund</b>	<b>.0</b>	<b>.1</b>	<b>.0</b>
<b>Non Federal Agencies</b>	<b>113.1</b>	<b>100.0</b>	<b>101.6</b>
<b>Foreign Military Sales</b>	<b>154.7</b>	<b>151.8</b>	<b>147.4</b>
<b>Total New Orders</b>	<b>7,310.2</b>	<b>7,729.5</b>	<b>8,504.7</b>
<b>2. Carry-In Orders</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>3. Total Gross Orders</b>	<b>7,310.2</b>	<b>7,729.5</b>	<b>8,504.7</b>
<b>4. Funded Carryover</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>5. Total Gross Sales</b>	<b>7,310.2</b>	<b>7,729.5</b>	<b>8,504.7</b>

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

United States Transportation Command	FY2021	FY2022	FY2023
<b>Revenue</b>			
Gross Sales	7,310.2	7,729.5	8,504.7
Operations	7,296.7	7,673.2	8,447.6
Capital Surcharge	.0	.0	.0
Cash Surcharge	.0	.0	.0
Depreciation excluding Maj Const	13.5	56.3	57.1
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
<b>Total Income:</b>	<b>7,310.2</b>	<b>7,729.5</b>	<b>8,504.7</b>
<b>Expenses:</b>			
<b>Salaries and Wages:</b>			
Military Personnel Compensation & Benefits	43.2	46.8	46.4
Civilian Personnel Compensation & Benefits	470.1	488.5	509.9
Travel and Transportation of Personnel	80.7	87.7	88.6
Materials and Supplies (For internal operations)	1,020.0	1,421.9	1,376.7
Equipment	5.3	8.1	8.1
Other Purchases from Revolving Funds	184.0	215.8	224.4
Transportation of Things	3,732.6	3,605.1	3,499.9
Depreciation - Capital	13.5	56.3	57.1
Printing and Reproduction	.0	.0	.0
Advisory and Assistance Services	38.7	61.1	58.9
Rent, Comm, Utilities and Misc Charges	39.5	52.0	49.9
Other Purchased Services	1,915.1	2,105.6	2,184.1
<b>Total Expenses</b>	<b>7,542.7</b>	<b>8,148.9</b>	<b>8,104.0</b>
<b>Operating Result</b>	<b>(232.5)</b>	<b>(419.4)</b>	<b>400.7</b>
Less Capital Surcharge Reservation	.0	.0	.0
Plus Passthroughs of Other Appropriations affecting NOR/AOR	.0	.0	.0
Other Changes (NOR)	.0	.0	.0
<b>Net Operating Result</b>	<b>(232.5)</b>	<b>(419.4)</b>	<b>400.7</b>
Beginning AOR	290.7	112.2	(307.5)
Prior Year Adjustments	(42.0)	(.3)	.0
Other Changes Affecting AOR	.1	.0	.0
<b>Accumulated Operating Result</b>	<b>16.3</b>	<b>(307.5)</b>	<b>93.2</b>
Non-Recoverable Adjustment Impacting AOR	95.9	.0	.0
<b>Accumulated Operating Result for Budget Purposes</b>	<b>112.2</b>	<b>(307.5)</b>	<b>93.2</b>

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***AIR FORCE  
WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***CAPITAL BUDGET***

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Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2023  
Budget Estimates  
April 2022

**CSAG**

Line Number	Item Description	FY2021		FY2022		FY2023	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	<b>EQUIPMENT</b>	27	175.079	27	121.105	48	172.889
	Maintenance Division	27	175.079	27	121.105	48	172.889
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>ADPE &amp; TELECOM</b>	1	0.766	2	6.800	1	0.600
	Maintenance Division	1	0.766	2	6.800	1	0.600
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>SOFTWARE DEVELOPMENT</b>	1	7.209	2	17.612	3	22.447
	Maintenance Division	1	7.209	2	17.612	3	22.447
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>MINOR CONSTRUCTION</b>	4	6.121	6	18.564	10	16.953
	Maintenance Division	4	6.121	6	18.564	10	16.953
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>TOTAL</b>	<b>33</b>	<b>189.175</b>	<b>37</b>	<b>164.080</b>	<b>62</b>	<b>212.889</b>
	Capital Outlays (above threshold)		172.906		173.299		187.660
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		172.906		173.299		187.660
	Total Depreciation Expense		154.800		172.400		221.208

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

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 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT.				Activity Identification HQ AFMC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	1	175,079.4	175,079.4	1	121,104.5	121,104.5	1	172,889.3	172,889.3
Total	1	175,079.4	175,079.4	1	121,104.5	121,104.5	1	172,889.3	172,889.3
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>Upgrades are critical to maintaining system reliability and improving operating performance and ensuring the supportability of depot maintenance systems and equipment. New operating system will improve CSAG Maintenance Division's capability to actively monitor and make corrective actions in financial and operational performance. Support network infrastructure upgrades must be placed into service prior to upgrading operating systems. The Air Force will be unable to track financial, operational and equipment performance without planned infrastructure replacement and improvement. Lack of investments in this capability will impact the depot's ability to effectively monitor performance which results in cost increases, negative impacts to production, and reduction in aircraft availability for the warfighter.</p>									

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

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 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description ADPE & TELECOM				Activity Identification HQ AFMC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	1	766.0	766.0	1	6,800.0	6,800.0	1	600.0	600.0
Total	1	766.0	766.0	1	6,800.0	6,800.0	1	600.0	600.0

**Narrative Justification:**  
**Description**  
 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).

**Economic Analysis**  
 An Economic Analysis was completed and is on file.

**Impact**  
 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.

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

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 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description SOFTWARE DEVELOPMENT				Activity Identification HQ AFMC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	7,209.0	7,209.0	1	17,612.5	17,612.5	1	22,447.0	22,447.0
Total	1	7,209.0	7,209.0	1	17,612.5	17,612.5	1	22,447.0	22,447.0
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)

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Depot Maintenance			Line No. & Item Description MINOR CONSTRUCTION				Activity Identification HQ AFMC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	6,120.5	6,120.5	1	18,563.5	18,563.5	1	16,953.0	16,953.0
Total	1	6,120.5	6,120.5	1	18,563.5	18,563.5	1	16,953.0	16,953.0
Narrative Justification:									
Description									
<p>This category includes an array of minor construction projects that allows flexibility in adapting to new and changing workloads. Projects are smaller in scale (costing between \$250,000 and \$6,000,000) 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.</p>									
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									
<p>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).</p>									

Fund 9C  
(Dollars in Millions)

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

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**CSAG - Maintenance Division**

<b>Major Category</b>	<b><u>Initial Request</u></b>	<b><u>Current Proj Cost</u></b>	<b><u>Approved Change</u></b>	<b><u>Explanation</u></b>
<b>Non-ADPE</b>	158.677	175.079	16.403	
<b>ADPE and Telcom</b>	1.619	0.766	-0.853	
<b>Software Development</b>	7.209	7.209	0.000	
<b>Minor Construction</b>	17.292	6.121	-11.171	
<b>Total FY2021</b>	184.797	189.175	4.378	
<b>Non-ADPE</b>	121.105	121.105	0.000	
<b>ADPE and Telcom</b>	6.800	6.800	0.000	
<b>Software Development</b>	17.612	17.612	0.000	
<b>Minor Construction</b>	18.564	18.564	0.000	
<b>Total FY2022</b>	164.080	164.080	0.000	
<b>Non-ADPE</b>	172.889	172.889	0.000	
<b>ADPE and Telcom</b>	0.600	0.600	0.000	
<b>Software Development</b>	22.447	22.447	0.000	
<b>Minor Construction</b>	16.953	16.953	0.000	
<b>Total FY2023</b>	212.889	212.889	0.000	

Fund 9A  
(Dollars in Millions)

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

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United States Transportation Command

Line Number	Item Description	FY2021		FY2022		FY2023	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment						
	Equipment-AMC		0.5		0.5		0.5
	Equipment-SDDC		0.8		0.0		0.5
	Subtotal		1.3		0.5		1.0
B.	ADPE/Telecomm						
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		0.9		0.0		0.0
	Local Area Network (USTRANSCOM LAN)		5.6		3.5		2.1
	Objective Wing Command Post (OWCP)		1.8		0.0		0.0
	USTRANSCOM Distributive Enclave (USTC DE)		2.6		8.5		0.0
	618 Air Operations Center (618AOC)		0.0		0.0		0.0
	Subtotal		10.9		12.0		2.1
C.	Software Development						
	Analysis of Mobility Platform (AMP)		5.7		8.7		8.8
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)		1.4		1.4		1.5
	Defense Personal Property System (DPS)		13.7		14.0		14.6
	Single Mobility System (SMS)		1.3		0.0		0.0
	Joint Mobility Control Group (JMCG-C4S)		0.0		0.6		0.7
	Consolidated Air Mobility Planning System (CAMPS)		9.5		9.0		9.3
	Global Air Transportation Execution System (GATES)		0.0		0.0		1.0
Mobility Enterprise Information Services (MEIS)		5.4		0.0		0.0	

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

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

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United States Transportation Command

Line Number	Item Description	FY2021		FY2022		FY2023	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Dynamic Mission Replanning (DMR)		0.0		6.2		9.8
	Integrated Booking System (IBS)		4.7		4.2		4.8
	Integrated Computerized Deploy Sys (ICODES)		2.2		0.0		0.0
	Transportation Financial Management System (TFMS)		0.0		0.6		0.0
	<b>Subtotal</b>		<b>43.9</b>		<b>44.7</b>		<b>50.4</b>
D.	Minor Construction						
	Minor Construction-AMC		3.8		7.2		7.9
	Minor Construction-SDDC		2.3		5.0		2.7
	<b>Subtotal</b>		<b>6.1</b>		<b>12.2</b>		<b>10.6</b>
	<b>GRAND TOTAL</b>		<b>62.2</b>		<b>69.4</b>		<b>64.1</b>
	Capital Outlays (above threshold)		2.6		0.1		0.1
	Capital Outlays (below threshold)		0.0		0.0		0.0
	<b>Total Capital Outlays</b>		<b>2.6</b>		<b>0.1</b>		<b>0.1</b>
	<b>Total Depreciation Expense</b>		<b>13.5</b>		<b>56.3</b>		<b>57.1</b>

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

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Equipment-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	500.0	500.0	0	500.0	500.0	0	500.0	500.0
Total	0	500.0	500.0	0	500.0	500.0	0	500.0	500.0
<b>Narrative Justification:</b>									
<b>Description</b>									
Funds are used to support Base Procured Investment Equipment for flight line maintenance.									
<b>Mission Benefits</b>									
Funds allow for the procurement of one time purchases to replace/procure new equipment.									
<b>Deliverables</b>									
Will be based on requirements approved for replacement or procurement of new equipment.									
<b>Economic Analysis</b>									
Economic Analysis (EA) or Cost Analysis (CA) are completed for individual projects that qualify.									
<b>Impact</b>									
Without these funds, wings would not be able to procure needed replacement items. These funds are required to support one-time requirements for equipment that is becoming obsolete and logistically unsupportable. With a certified EA, it is verified that these capital items meet requirements as a replacement item and result in improved efficiency and capability.									
<b>Software</b>									
Not Applicable.									

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

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Equipment-SDDC				Activity Identification SDDC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	800.0	800.0	0	0.0	0.0	0	500.0	500.0
Total	0	800.0	800.0	0	0.0	0.0	0	500.0	500.0
<b>Narrative Justification:</b>									
<b>Description</b>									
The Military Ocean Terminal Sunny Point (MOTSU) is the premier Department of Defense (DOD) ammunition terminal and is considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commanders (CDRs) around the world. It is relied upon to maintain a high optempo consisting of ammunition resupply missions and Preposition Operations (prepo).									
<b>Mission Benefits</b>									
Various types and categories of equipment are needed for operations and safety. Equipment is scheduled for periodic replacement as service lives are reached and equipment becomes uneconomical to repair.									
<b>Deliverables</b>									
FY21: Container Hauler (MOTCO) FY23: Rail Spike Puller (MOTSU).									
<b>Economic Analysis</b>									
Economic Analysis (EA) are completed for individual projects that qualify.									
<b>Impact</b>									
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.									
<b>Software</b>									
Not Applicable.									

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

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Fund 9B  
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Analysis of Mobility Platform (AMP)				Activity Identification Command Staff		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	5,657.0	5,657.0	0	8,703.0	8,703.0	0	8,800.0	8,800.0
<b>Total</b>	<b>0</b>	<b>5,657.0</b>	<b>5,657.0</b>	<b>0</b>	<b>8,703.0</b>	<b>8,703.0</b>	<b>0</b>	<b>8,800.0</b>	<b>8,800.0</b>
<b>Narrative Justification:</b>									
<b>Description</b>									
AMP is an end-to-end modeling and simulation environment which supports joint collaborative programmatic analysis, planning execution analysis, experimental planning, execution analysis and peacetime operations. AMP allows mobility analysts to provide multi-level detailed analyses to support Department of Defense (DoD) mobility analytical studies. AMP serves as a platform to support futuristic programmatic studies and analyses such as mobility requirements studies and quadrennial defense reviews; it also has implications for component and Combatant Command (CCMD) planners and area of responsibility Directors of Mobility Forces (DIRMOBFOR). The current shortcomings in the AMP modeling and simulation capabilities include a lack of efficient communication between models and heuristic based optimization. Capabilities include: (1) integration of a more fault-tolerant (robust) optimization network design and scheduling; (2) greater fidelity in the representation of the Joint Deployment Distribution Enterprise (JDDE) in support of DoD's analytic agenda and other programmatic analysis responsibilities; and (3) development of the capacity and ability to rapidly assess transportation courses of action in support of USTRANSCOM's operational applications.									
<b>Mission Benefits</b>									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, stochastic optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning. Modeling enhancements of Intermodal Operations, Ammunition Distribution, Inland Waterways Routing, Petroleum, Oil, and Lubricant (POL) terminals, and improved routing schedule will support DoD's analytic agenda for current and future programmatic studies. These modeling enhancements will provide greater insight and modeling detail in evaluating deployment and distribution resource requirements to support National Command Authority (NCA) planning initiatives. These benefits directly support the CCMDs, DIRMOBFOR, and mobility planners. Increased fidelity of the programmatic analysis modeling capability providing highly reliable and detailed decision-support information to enable senior departmental leadership in making informed decisions for mobility and distribution capabilities in supporting the national military strategy.									
<b>Deliverables</b>									
FY21-Designed and Developed 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-FY23: 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.									
<b>Economic Analysis</b>									
TCJ8-PC-262-001-Addendum 1 Signed 5 Oct 2017. Economic Analysis will be updated with Addendum 2 to incorporate changes since last update. An addendum for Airlift 2.0 was completed dated April 2016.									
<b>Impact</b>									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide a Modeling and Simulation environment of interoperable, collaborative models and execution systems capable of providing accurate and consistent answers at the required breadth and depth of the Defense Transportation System (DTS) problem space. Without this investment, the integration of essential elements of analysis into a homogeneous, seamless, all-inclusive environment that ultimately represents the JDDE to the most effective and efficient level of fidelity possible is negatively impacted.									
<b>Software</b>									
No license fees are associated with this investment.									

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

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Consolidated Air Mobility Planning System (CAMPS)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	9,547.0	9,547.0	0	8,981.0	8,981.0	0	9,270.0	9,270.0
Total	0	9,547.0	9,547.0	0	8,981.0	8,981.0	0	9,270.0	9,270.0
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									
FY21-FY23: 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. Continue working towards FY22 and FY23 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 minimal benefits and a ROI of .6.									
Impact									
Without CAMPS, United States Transportation Command (USTRANSCOM) and joint worldwide customers would be unable to input or submit airlift and air refueling requirements, and would lose visibility of those scheduled missions. HQ AMC would experience a major loss of capability to efficiently plan and schedule complex airlift and air refueling missions to meet real-world mobility and contingency requirements. In addition, planners would be unable to integrate automated decision support tools into the dynamic planning and scheduling process. HQ AMC would be unable to improve and standardize integration and information flow to other C2 systems. This would increase the potential for loss of critical C2 data and the inefficient or ineffective use of scarce DTS mobility resources, and even more supplemental contract expenditures. Also, CAMPS would be unable to achieve USTRANSCOM's architecture goals and hardware maintenance costs would increase due to continued use of outdated hardware and software platforms.									
Software									
No license fees are associated with this investment.									

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

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 (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	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	940.0	940.0	0	0.0	0.0	0	0.0	0.0
C. Software Development	0	1,394.0	1,394.0	0	1,422.0	1,422.0	0	1,450.0	1,450.0
Total	0	2,334.0	2,334.0	0	1,422.0	1,422.0	0	1,450.0	1,450.0
Narrative Justification:									
Description									
Common Computing Environment (CCE) provides the basic infrastructure consolidation environment to host USTRANSCOM and its Component's C2 Applications. CCE implementation fuses the number of physical servers, facilities, and support personnel, while improving computing utilization and facilitating on-demand provisioning for increased scalability. This environment includes the hardware requirements for USTRANSCOM systems and programs of record. Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM CCE.									
Mission Benefits									
Provides hardware and software licensing, operational resources, integration and sustainment activities for USTRANSCOM CCE. Provides common platform services, which improves security, provides access control and disaster recovery. Additionally, CCE provides opportunities to leverage a certified and accredited enterprise development and deployment environment responsive to dynamic customer/mission demands in an agile fashion. CCE implementation fuses the number of physical servers, facilities, and support personnel, while improving computing utilization and facilitating on-demand provisioning for increased scalability.									
Deliverables									
FY21-Engineering support for USTRANSCOM Common Development Environment v3.0 which is a government provided, secured software development environment for multiple Program of Records FY22-FY23: 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.									
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) 2023  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Defense Personal Property System (DPS)				Activity Identification Command Staff		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	13,731.0	13,731.0	0	13,992.0	13,992.0	0	14,552.0	14,552.0
Total	0	13,731.0	13,731.0	0	13,992.0	13,992.0	0	14,552.0	14,552.0
<b>Narrative Justification:</b>									
<b>Description</b>									
<p>DPS provides 24-hour access connecting service members and civilians to their TSP and transportation office as they are moving their house hold goods in accordance with their permanent change of station orders. Annually, DPS processed approximately 400,000 personal property shipments for DOD and USCG service member and civilian employees. DPS implements the objectives/benefits of the Defense Personal Property Program (DP3) by automating the process receiving orders, awarding the shipments, tracking completion, processing invoices and supporting claims adjudication. Because DPS has been in production over 10 years, these processes could no longer be completed manually at the volume necessary to support required military movements.</p> <p>The current DDS system (Increment 3) is built on an aging and inflexible architecture. In partnership with Defense Digital Services (DDS), USTRANSCOM is prototyping DPS Increment 4 to modernize the House Hold Goods capabilities using modern agile techniques in a commercial cloud. In February 2018, the momentum of the prototype combined with the difficulty in overcoming the existing technical debt of the legacy DPS codebase led the USTRANSCOM Commander to limit Increment III development activities to improvements in Security, Stability, and Compliance and reinvest freed resources in DPS Increment 4 prototype effort. This modernization effort is critical to transitioning capability to the optimal environment to prevent largescale disruption in shipping of members' house hold goods.</p>									
<b>Mission Benefits</b>									
DPS supports about 400,000 shipments of house hold goods each year worldwide. Sustainment of the automated features for this mission must be responsibly managed. Multi year development time and disciplined transition to the modern environment is essential to ensure uninterrupted support of permanent change of station moves in all DoD components, to include USCG.									
<b>Deliverables</b>									
<p>FY21-Responded to changes in the Personal Property overarching acquisition strategy using a single award contract; Converted MilMove prototype system to a FAR-based contract designed to fully support the overarching DPS objectives; Developed the on-boarding, invoicing, and other key capabilities needed to support the DP3 objectives</p> <p>FY22-FY23: Incorporate the remaining capabilities and functions to include the ability to support Overseas shipments, expanded invoicing, and claims; Hosting cost for Cloud; Continue MILMOVE development.</p>									
<b>Economic Analysis</b>									
The DPS Economic Analysis, certified July 2018, recommended the continued development of a personal property prototype (Alternative 2). This alternative is less expensive than the Status Quo of continuing to maintain and develop the current legacy DPS Increment 3 system because Increment 4 provides significantly more qualitative benefits in customer support, scalability, security, compliance, and productivity improvements leading to the most favorable cost to benefit ratio.									
<b>Impact</b>									
Without this capital funding, the DPS program management office will not be able to continue developing and adding capability to DPS Increment 4 and will delay associated user and security improvements. Subsuming of DPS Increment 3 and associated sunset will be delayed and increase overall costs and increase risks of system failure and disruption of permanent change of station support.									
<b>Software</b>									
-No Capital licensing fees									

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

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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description USTRANSCOM Distributive Enclave (USTC DE)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	2,582.0	2,582.0	0	8,500.0	8,500.0	0	0.0	0.0
Total	0	2,582.0	2,582.0	0	8,500.0	8,500.0	0	0.0	0.0
Narrative Justification:									
Description									
The USTC DE provides the Infrastructure as a Service (IaaS) environment for Command & Control (C2) operations for the Mobility Air Force (MAF) and Defense Transportation Systems (DTS). HW funds will be used to support CAMPS Modernization. The infrastructure within the Distributed Enclave will provide capacity management and infrastructure services. The operational requirement is to deliver robust capabilities to MAF C2 forces using a net-centric environment, allowing access and information sharing throughout the SIPRNet and NIPRNet domains through the Cross Domain interfacing with the Mobility Enterprise Information Services (MEIS).									
Mission Benefits									
The USTC DE provides the Infrastructure as a Service (IaaS) environment for command & control (C2) operations for the Mobility Air Force (MAF) and Defense Transportation Systems (DTS). As the principal C2 enclave, the operational imperative is to deliver robust capabilities to MAF C2 forces using a net-centric environment, allowing access and information sharing throughout the SIPRNet and NIPRNet domains. The majority of the systems that reside within the DE are Risk Management Framework (RMF) systems and are National Security Systems.									
Deliverables									
FY18 thru FY20 - Supports hardware refresh and maintenance for CAMPS, GDSS, ACFP, MEIS, and Agile Applications capabilities. Provides Mobility Air Forces (MAF) Command and Control (C2) information for the Defense Transportation System (DTS) to combatant commanders throughout the full spectrum of military operations. As the MAF's principal C2 system, the operational imperative is to deliver robust capabilities to command and control MAF forces using a net-centric environment, allowing access and information sharing across classified and unclassified domains; Transition CAMPS Enclave hardware warranties.									
Economic Analysis									
An EA was completed by PEO-T/PC									
Impact									
Without the HW, the Enclave will be unable to support applications fielding.									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2023  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Dynamic Mission Replanning (DMR)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	6,232.0	6,232.0	0	9,771.0	9,771.0
Total	0	0.0	0.0	0	6,232.0	6,232.0	0	9,771.0	9,771.0
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									
FY22-FY23: Development will support Mission Scheduling Service (MSS) Development Effort and Increment II that includes 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) 2023  
 Budget Estimates  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Air Mobility Command			Line No. & Item Description Global Air Transportation Execution System (GATES)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2021			FY2022			FY2023		
	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	1,040.0	1,040.0
Total	0	0.0	0.0	0	0.0	0.0	0	1,040.0	1,040.0
Narrative Justification:									
Description									
Global Air Transportation Execution System (GATES) is DoD's single port processing and manifesting system providing support for the global air and surface movement of personnel and cargo. Serving peacetime and contingency operations, GATES enables the DoD's ability to track the identity, status, and location of unit and non-unit assets by leveraging data provided by the services and commercial carriers in direct support of the Defense Courier Divisions, Military Surface Deployment and Distribution Command, and Air Mobility Command global missions. GATES enables USTRANSCOM ability to effectively and efficiently bill for cargo and passenger movement by providing functionality for Transportation Working Capital Fund (TWCF) accounting and billing. GATES interfaces with multiple data trading partners both internal and external to the DoD. GATES also generates standard and ad hoc reports, supports scheduling and forecasting, and provides message routing capabilities to all ports.									
Mission Benefits									
Global Air Transportation Execution System (GATES) is DoD's single port processing and manifesting system providing support for the global air and surface movement of personnel and cargo. Serving peacetime and contingency operations, GATES enables the DoD's ability to track the identity, status, and location of unit and non-unit assets by leveraging data provided by the services and commercial carriers in direct support of the Defense Courier Divisions, SDDC/G3 and AMC/A4T global missions. GATES enables USTRANSCOM ability to effectively and efficiently bill for cargo and passenger movement by providing functionality for Transportation Working Capital Fund (TWCF) accounting and billing. GATES interfaces with multiple data trading partners both internal and external to the DoD. GATES also generates standard and ad hoc reports, supports scheduling and forecasting, and provides message routing capabilities to all ports. Current modernization efforts are driven by Joint Task Force-Global Network Operation (JTF-GNO) compliance, DOD CIO & USTRANSCOM CIO mandates, port management business process re-engineering, and other LEAN initiatives.									
Deliverables									
FY23: Provides application development for emerging technologies such as the Cloud and the Joint Transportation Management Systems (JTMS).									
Economic Analysis									
Original Economic Analysis conducted in January 2009; revised Economic Analysis completed on 1 Oct 17.									
Impact									
If not funded, GATES would fail to comply with DoD CIO's mandate to promote cyber security by implementing a Consolidated Data Center (CDC) within a Joint Information Environment (JIE). There would also be a direct impact on warfighter readiness as GATES would be unable to provide Defense In Depth. The mobility mission is supported by the Air Force aerial ports which relies upon continuous software sustainment activities each year. In addition, migration to the USTRANSCOM Logical Data Model and other portal requirements supporting the Tanker Airlift Control Center (TACC) would not be accomplished.									
Software									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2023  
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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	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	2,200.0	2,200.0	0	0.0	0.0	0	0.0	0.0
Total	0	2,200.0	2,200.0	0	0.0	0.0	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) 2023  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Integrated Booking System (IBS)				Activity Identification SDDC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	4,660.0	4,660.0	0	4,178.0	4,178.0	0	4,845.0	4,845.0
Total	0	4,660.0	4,660.0	0	4,178.0	4,178.0	0	4,845.0	4,845.0
<b>Narrative Justification:</b>									
<b>Description</b>									
The Integrated Booking System (IBS) is the lead execution system of the Defense Transportation System (DTS) for the global shipment of ocean cargo in support of all wars, major contingencies and humanitarian relief operations where our military forces are deployed as well as sustainment of forces worldwide. The IBS consists of the following applications: Carrier Analysis and Rate Evaluation Headquarters (CARE HQ); Carrier Analysis and Rate Evaluation Headquarters Service Application (CARE SA), Requirements Forecasting and Rate Analysis Module (RF-RAM); Unit, Sustainment; One Time Only (OTO) Commercial Sealift Solutions (CSS); Ocean Carrier Interface (OCI); Vessel Schedule; electronic Shipper System (eSS); Reference Data (RD) Fleet Management (FM) and Advanced Transportation Control and Movement Documentation (ATCMD). These applications provide automated tools to: support carrier contract requirement definition; rate and service solicitations and evaluation; capture vessel schedules; book unit and sustainment cargo; produce shipment documentation; provide cargo offering and status information; produce payment information.									
<b>Mission Benefits</b>									
IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command & control and distribution mission by providing automated tools to support rapid, effective and efficient projections of power CONUS and OCONUS. IBS provides end-to-end distribution and visibility of Department of Defense (DOD) cargo from time of request until payment to the ocean carrier for services provided. IBS ensures the most cost effective routing of cargo is utilized while ensuring the war fighter receives his cargo on time and cargo preference laws are met. In addition, IBS provides tools for carrier contract requirement definition; rate and service solicitations and evaluation; capture vessel schedules; book unit and sustainment cargo; produce shipment documentation; provide cargo offering and event status information; and produce payment information. IBS provides high-level data quality edits with instantaneous in-the-clear error messages and utilizes Electronic Commerce and Electronic Data Interchange (EDI) standards. SDDC's Electronic Transportation Acquisition (ETA) web portal provides DOD transportation officials with a single sign-on capability to access IBS for their transportation needs.									
<b>Deliverables</b>									
FY21-FY23: 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.									
<b>Economic Analysis</b>									
Certified 15 Jun 10.									
<b>Impact</b>									
If not funded, IBS will be unable to support United States Transportation Command's and SDDC's mission to provide efficient and cost effective projection of forces; nor provide improved end-to-end joint deployment and distribution. Specifically, maintenance, new software development, and independent verification and validation contracts supporting ocean contract management and sealift requirement processing will terminate. Without commercial contract support, IBS will not be able to function and DOD ocean cargo movement would not be supported by an automated system. In addition, pricing and processing of electronic carrier feeds will no longer maintain valid information requiring manual payment intervention by SDDC booking offices.									
<b>Software</b>									
No license fees are associates with this investment.									

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

Fiscal Year (FY) 2023  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Joint Mobility Control Group (JMCG-C4S)				Activity Identification Command Staff		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	642.0	642.0	0	655.0	655.0
Total	0	0.0	0.0	0	642.0	642.0	0	655.0	655.0
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									
FY22-FY23: 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) 2023  
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Fund 9B  
 (Dollars in Thousands)

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Local Area Network (USTRANSCOM LAN)				Activity Identification Command Staff		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	5,633.0	5,633.0	0	3,544.0	3,544.0	0	2,127.0	2,127.0
Total	0	5,633.0	5,633.0	0	3,544.0	3,544.0	0	2,127.0	2,127.0
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>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-FY23: End-of-Life technical refresh that includes upgrading the Joint Enabling Capability Command infrastructure and Enterprise Voice over Internet Protocol (ECVOIP); Network support to 5500 workstations, 3 computing sites and 30 communications room; Backbone switching of the TC-CENET; Classified routing, VPN devices, OOB networks to securely transmit information.</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) 2023  
 Budget Estimates  
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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	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	5,402.0	5,402.0	0	0.0	0.0	0	0.0	0.0
Total	0	5,402.0	5,402.0	0	0.0	0.0	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) 2023  
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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	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,762.0	1,762.0	0	0.0	0.0	0	0.0	0.0
Total	0	1,762.0	1,762.0	0	0.0	0.0	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-Provided 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.									

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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Single Mobility System (SMS)				Activity Identification Command Staff		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	1,330.0	1,330.0	0	0.0	0.0	0	0.0	0.0
Total	0	1,330.0	1,330.0	0	0.0	0.0	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>									

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<b>Economic Analysis</b>
The SMS EA, dated 18 January 2017, addressed TWCF Capital funding from FY18 - FY20. Alternative 5, "TGIS, AGI STK, NetOwl, Statistical Package for the Social Sciences" (NPV: \$67,247.6K, C/BR: \$384.3K) was selected over other courses of action: Status Quo (NPV: \$41,818K, C/BR: \$412.7K); Global Decision Support System (NPV: \$84,105.4K, C/BR: \$1,019.5K); Transportation Geospatial Information Service (NPV: \$47,275.8K, C/BR: \$465.3K; and Analytical Graphics, Inc Software Tool Kit (NPV: \$56,986.5K, C/BR: \$422.9K). Alternative 5 provided significantly greater non-monetary benefits to SMS over those offered by the other alternatives, to include: better user display capabilities, improved forecasting techniques, more accurate and timely displays, automated information discovery and notification services to name a few. As a result of these enhanced benefits, Alternative 5 had the best C/BR, despite being more expensive than some of the other alternatives, and was therefore selected based on that criteria.
<b>Impact</b>
Without 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.
<b>Software</b>
No license fees are associated with this investment.

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Transportation Financial Management System (TFMS)				Activity Identification SDDC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	571.0	571.0	0	0.0	0.0
Total	0	0.0	0.0	0	571.0	571.0	0	0.0	0.0
Narrative Justification:									
Description									
<p>The Transportation Financial Management System (TFMS) is the financial management system solution in use by SDDC. TFMS is built on a Commercial-of-the-Self product, Oracle Enterprise Business Suite. All major lines of business utilize TFMS to conduct their business including the Ocean Liner, Port Operations, Traffic Management and Global POV Storage/DP3 contract. Increment II of TFMS modernization will acquire a reporting/data warehousing solution to replace Oracle Discoverer, develop interfaces with emerging and existing systems such as the Automated Disbursing System, G-Invoicing, and an Integrated Multi-Modal Transportation Management System; and upgrade the Oracle Enterprise Business Suite (EBS) software to a newer release. At a high level, this effort will involve acquiring and implementing a series of enhancements to TFMS in the form of a new or revised Oracle EBS reports, interfaces, configurations, extensions, or workflows (RICE-W).</p>									
Mission Benefits									
<p>The information is used for accounting, purchasing, ordering, receipting, invoice payment and financial management/reporting functions. The TFMS system interfaces with other systems such as payroll, travel, disbursing, and SDDC non-core accounting support systems. Interfaces also exist with information management and decision support systems at USTRANSCOM. TFMS improves cash management, controls over assets, and reduces time lag in obtaining financial information. TFMS allows SDDC and DFAS to track on a daily basis cash management and answer vendor payment issues and customer billing questions. TFMS modernization will extend the software's lifecycle, enhance reporting capabilities, and employ system interfaces that will improve auditability.</p>									
Deliverables									
<ul style="list-style-type: none"> <li>- Provide functional and technical sustainment which includes Financial Business application, TFMS Tier II/III Helpdesk support</li> <li>- Provide TFMS FIAR Compliance and modernization sustainment support</li> <li>- Continue implementation of enterprise reporting tool and data warehouse software</li> <li>- Continue re-development of all existing enterprise financial reports, create new financial reports with FIAR compliance</li> <li>- Start TFMS "Cloud Native" effort.</li> </ul>									
Economic Analysis									
N/A									
Impact									
<p>If not funded, SDDC will lose software support for Oracle Discoverer and the EBS from the software vendor and will be non-compliant with Office of the Secretary of Defense (OSD) Comptroller's Department of Defense (DoD) Financial Management Strategy.</p>									
Software									
No license fees are associated with this investment.									

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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	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	3,800.0	3,800.0	0	7,200.0	7,200.0	0	7,900.0	7,900.0
Total	0	3,800.0	3,800.0	0	7,200.0	7,200.0	0	7,900.0	7,900.0
Narrative Justification:									
Description									
Minor Construction (MC) funds all minor construction work to rebuild new facilities or construct additions to existing facilities that qualify for Transportation Working Capital Funds (TWCF).									
Mission Benefits									
The Headquarters Air Mobility Command (HQ AMC) TWCF investment strategy is in line with the Department of Defense (DoD) Transportation Vision for the Twenty-First Century. It's intent is to ensure sustainability and quality of life. One of the guiding principles requires us to invest in transportation programs, systems, and enhancements that support mobility requirements, assets visibility, and efficient transportation operations.									
Deliverables									
MC Attachment provides projects listed by year.									
Economic Analysis									
EA to be accomplished by project.									
Impact									
Funding cuts will impact our ability to support critical HQ AMC, 515 Air Mobility Operations Wing (AMOW), and 521 AMOW requirements to enhance or improve mobility operations and provide adequate force protection through the construction of new facilities and additions in the Continental United States (CONUS) and en-route infrastructure. Reductions to this program will have a negative impact on our ability to provide seamless airlift from point of origin to destination, to provide quality customer service, and to bring our existing facilities up to HQ AMC and Air Force standards. Many TWCF facilities are old, inadequate facilities, far from meeting acceptable standards, especially at our en-route locations. Pavement requirements continue to grow for both new parking/loading/refueling areas and required improvements on deteriorating pavement resulting from heavy airlift use. Unfunded pavement requirements will result in limitations on AMC's ability to deliver passengers and cargo anywhere in the world. Passengers, troops, and valuable cargo and equipment will remain inadequately protected from terrorist threats.									
Software									
Not Applicable.									

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 Transportation Working Capital Fund (TWCF)

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Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2021			FY2022			FY2023		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	2,300.0	2,300.0	0	4,950.0	4,950.0	0	2,700.0	2,700.0
Total	0	2,300.0	2,300.0	0	4,950.0	4,950.0	0	2,700.0	2,700.0
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 Contractors Row: In order to be within the downrange to have easier access to down range. Cannot expand the current area because of the endangered gopher frog. 3. Convert Bldg 18 to Equipment Preposition: Converts Station #2/Bldg 18 into prepositioning facility, which stores required equipment closer to its anticipated down range point of use and in support of cargo operations. 4. SEAD Mission Operations Bldg (832nd) (\$1,300): In coordination with Marines Blount Island Command (BIC), NAVFAC, the 597th Brigade and 832nd Trans Battalion, provide long-term office space for 10 Det and 6 Battalion personnel in the 832nd to perform the SDDC Mission from the Port of Jacksonville.									
Deliverables									
FY21: Installed Second Connection to Brunswick County Water (MOTSU)(\$800K); Upgrade to 500 PADS (MOTSU)(\$750K); Constructed Equipment Shelter (North Wharf Hardstand)(MOTSU)(\$750K) FY22: Rail Crossover near ACP-3 (MOTCO) (\$2,000K); Expand Class Yard1 (MOTCO) (\$2,000K); Construct Connector Rd for Brunswick Rd to Bldg 12 (MOTCO) (\$950K). FY23: Phase 2 installation of second connection to Brunswick County Water System (MOTSU)(\$1,500K); Expand Brigade Headquarters SIPR capability (MOTSU)(\$500K); Construct Previous Parking at North and South Hardstands (MOTSU)(\$700K).									
Economic Analysis									
N/A									
Impact									
Projects ensure continuous operations and support for the terminals' important warfighting mission									
Software									
Not Applicable.									

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 Air Force Working Capital Fund  
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Fund 9C  
 (Dollars in Millions)

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
21	A. Equipment	0.5	(0.0)	0.5	1.3	(0.8)	
21	Equipment-AMC	0.0	(0.0)	0.0	0.5	(0.5)	Funds for Equipment not executed in FY21, but Capital Carryover requested for Blaster Booth.
21	Equipment-SDDC	0.5	0.0	0.5	0.8	(0.3)	
21	B. ADPE/Telecomm	6.9	1.8	8.7	10.9	(2.3)	
21	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.0	0.0	1.0	0.9	0.0	
21	Local Area Network (USTRANSCOM LAN)	5.9	0.0	5.9	5.6	0.2	
21	Equipment-AMC	0.0	0.0	0.0	0.0	0.0	The MAM approved funding for DE equipment refresh in FY21. MAM approved increase in HW refresh cost for OWCP; reprogrammed from CAMPS SW
21	Minor Construction-AMC	0.0	0.0	0.0	0.0	0.0	The MAM approved funding for DE equipment refresh in FY21. MAM approved increase in HW refresh cost for OWCP; reprogrammed from CAMPS SW
21	Objective Wing Command Post (OWCP)	0.0	1.8	1.8	1.8	0.0	
21	USTRANSCOM Distributive Enclave (USTC DE)	0.0	0.0	0.0	2.6	(2.6)	
21	C. Software Development	51.6	0.4	52.0	43.9	8.1	
21	Analysis of Mobility Platform (AMP)	3.2	2.5	5.7	5.7	0.0	
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	13.7	(1.7)	
21	Single Mobility System (SMS)	1.7	0.0	1.7	1.3	0.3	
21	Consolidated Air Mobility Planning System (CAMPS)	9.4	0.1	9.5	9.5	0.0	

Fund 9C  
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United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
21	Equipment-AMC	0.1	0.0	0.1	0.0	0.1	MAM approved decrease for CAMPS Software; funds reprogrammed to OWCP HW. MAM approve increase for MEIS Software
21	Minor Construction-AMC	0.1	0.0	0.1	0.0	0.1	MAM approved decrease for CAMPS Software; funds reprogrammed to OWCP HW. MAM approve increase for MEIS Software
21	Mobility Enterprise Information Services (MEIS)	3.9	0.0	3.9	5.4	(1.5)	
21	Dynamic Mission Replanning (DMR)	10.8	0.0	10.8	0.0	10.8	
21	Integrated Booking System (IBS)	4.7	0.0	4.7	4.7	0.0	
21	Integrated Computerized Deploy Sys (ICODES)	2.2	(2.2)	0.0	2.2	(2.2)	
21	D. Minor Construction	7.4	2.4	9.9	6.1	3.8	
21	Minor Construction-AMC	0.0	(0.0)	0.0	3.8	(3.8)	Funds of \$310K reprogrammed to PY; remaining funds not executed
21	Minor Construction-SDDC	7.4	2.4	9.8	2.3	7.5	
21	TOTAL FY	66.4	4.6	71.0	62.2	8.8	

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FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/ Deficiency	Explanation
22	A. Equipment	0.0	0.0	0.0	0.5	(0.5)	
22	Equipment-AMC	0.0	0.0	0.0	0.5	(0.5)	
22	B. ADPE/Telecomm	0.0	3.5	3.5	12.0	(8.5)	
22	Local Area Network (USTRANSCOM LAN)	0.0	3.5	3.5	3.5	0.0	
22	USTRANSCOM Distributive Enclave (USTC DE)	0.0	0.0	0.0	8.5	(8.5)	
22	618 Air Operations Center (618AOC)	0.0	0.0	0.0	0.0	0.0	
22	C. Software Development	0.2	44.7	44.9	44.7	0.2	
22	Analysis of Mobility Platform (AMP)	0.0	8.7	8.7	8.7	0.0	
22	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	0.0	1.4	1.4	1.4	0.0	
22	Defense Personal Property System (DPS)	0.0	14.0	14.0	14.0	0.0	
22	Joint Mobility Control Group (JMCG-C4S)	0.0	0.6	0.6	0.6	0.0	
22	Consolidated Air Mobility Planning System (CAMPS)	0.0	9.0	9.0	9.0	0.0	
22	Equipment-AMC	0.2	0.0	0.2	0.0	0.2	
22	Minor Construction-AMC	0.0	0.0	0.0	0.0	0.0	
22	Dynamic Mission Replanning (DMR)	0.0	6.2	6.2	6.2	0.0	
22	Integrated Booking System (IBS)	0.0	4.7	4.7	4.2	0.6	
22	Transportation Financial Management System (TFMS)	0.0	0.0	0.0	0.6	(0.6)	
22	D. Minor Construction	0.2	5.0	5.1	12.2	(7.0)	
22	Minor Construction-AMC	0.1	0.0	0.1	7.2	(7.1)	

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**United States Transportation Command**

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
22	Minor Construction-SDDC	0.0	5.0	5.0	5.0	0.0	
22	TOTAL FY	0.3	53.2	53.6	69.4	(15.9)	