

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



**U.S. AIR FORCE**

*Fiscal Year (FY) 2024  
Budget Estimates  
March 2023*

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**AIR FORCE WORKING CAPITAL FUND  
FISCAL YEAR (FY) 2024  
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) 2024 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 2024 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 logically 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 2022 at \$1,403.7 million and ended FY 2022 at \$1,332.1 million and FY 2023 and FY 2024 are expected to remain within the upper and lower cash limits with little change, ending FY 2024 with \$1,258.6 million.

**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 repairable and consumable items and maintenance services. CSAG is managed under a Chief Executive Officer structure. The Air Force Material Command (AFMC) Commander (AFMC/CC) is the Chief Executive Officer (CEO). The AFMC Director of Logistics (HQ AFMC/A4) serves as the Chief Operating Officer (COO), and the AFMC Director of Financial Management (HQ AFMC/FM) is the Chief Financial Officer (CFO). The Air Force Sustainment Center (AFSC), one of the six centers within AFMC, directs both CSAG divisions' day-to-day operations. The activity operates with two divisions: Maintenance and Supply.

### **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.

#### Supply Division

The CSAG Supply Division is responsible primarily for Air Force-managed, depot-level repairable spares and consumable spares unique to the Air Force. Repairable 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.

## **Supply Management Activity Group–Retail**

The Supply Management Activity Group-Retail (SMAG-R) manages approximately 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 makes spares available 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 includes providing air, land, and sea transportation for the DoD with a primary focus on wartime readiness. USTRANSCOM's \$8.7 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. The assigned Unified Command Plan tasks are executed through three component commands (U.S. Army's Military Surface Deployment and Distribution Command (SDDC), 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 (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 the 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 the 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.

USTRANSCOM's Component Commands provide the critical link to the Services' core competencies in organizing, training, and equipping forces. They provide lines of communication to the Services, ensuring assets are available when needed for the transition from peace to war. The surge from peacetime sustainment to a massive deployment of people and material in support of Overseas Operations is an example of USTRANSCOM's ability to execute the mission. USTRANSCOM's successes result from the synergy of military and commercial lift (air, land, and sea), air refueling, port operations, and afloat prepositioning - all requiring the team efforts of the Commander's Staff and the components. Together with its components and national partners, USTRANSCOM is building a truly seamless, end-to-end defense transportation enterprise.

### **Air Force Initiatives**

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 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.

### **Direct Appropriations**

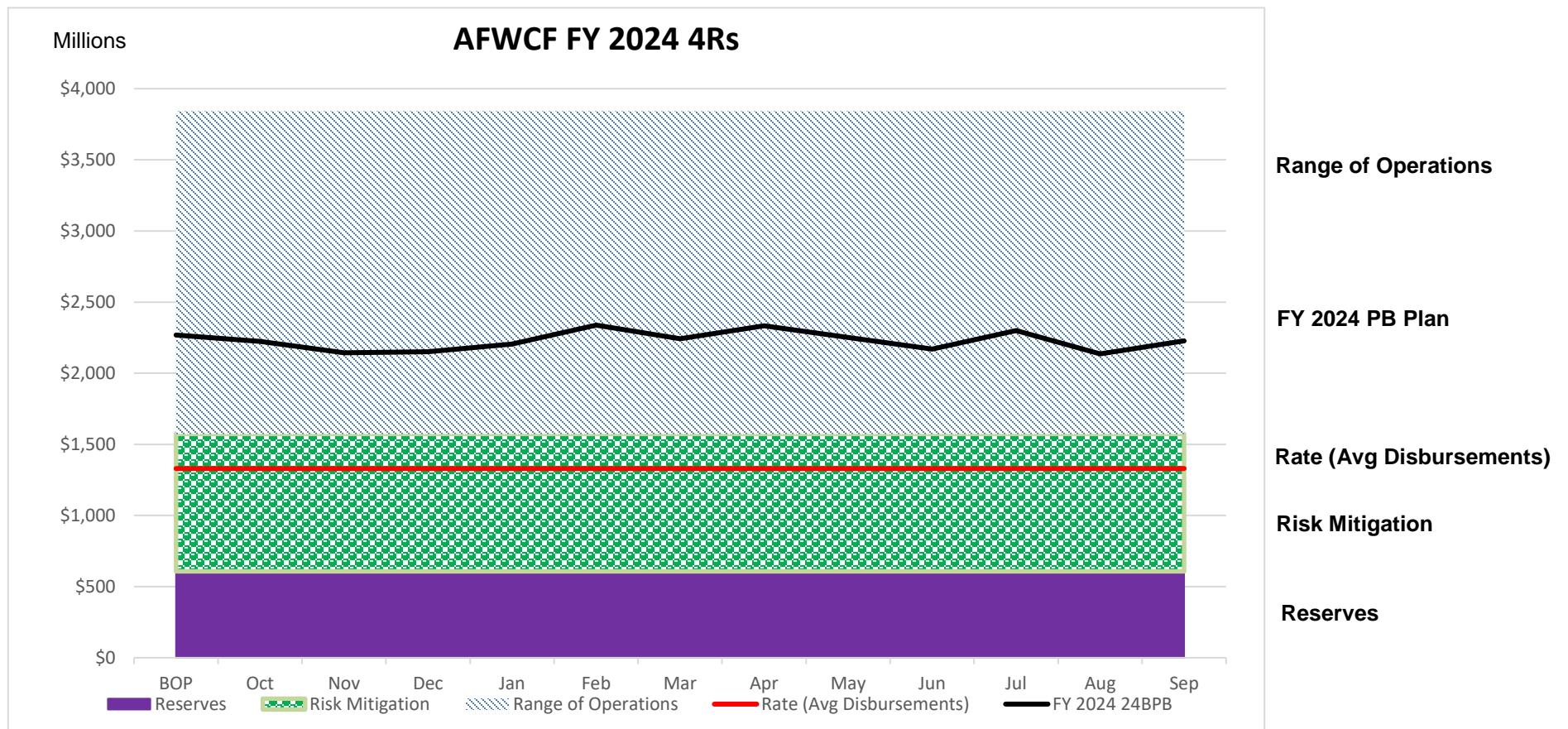
In FY 2022, AFWCF received \$77.5 million in direct appropriation for Medical Dental WRM requirements. FY 2022 also included \$409.0 million supplemental direct appropriation to support USTRANSCOM for the transportation of personnel and equipment to and within the European theater of operations. In FY 2023 Air Force requested \$80.4 million in direct appropriation for Medical Dental WRM. In FY 2024 Air Force requests a total of \$83.6 million in direct appropriations supporting Medical Dental WRM requirements.

## AFWCF Financial Summary

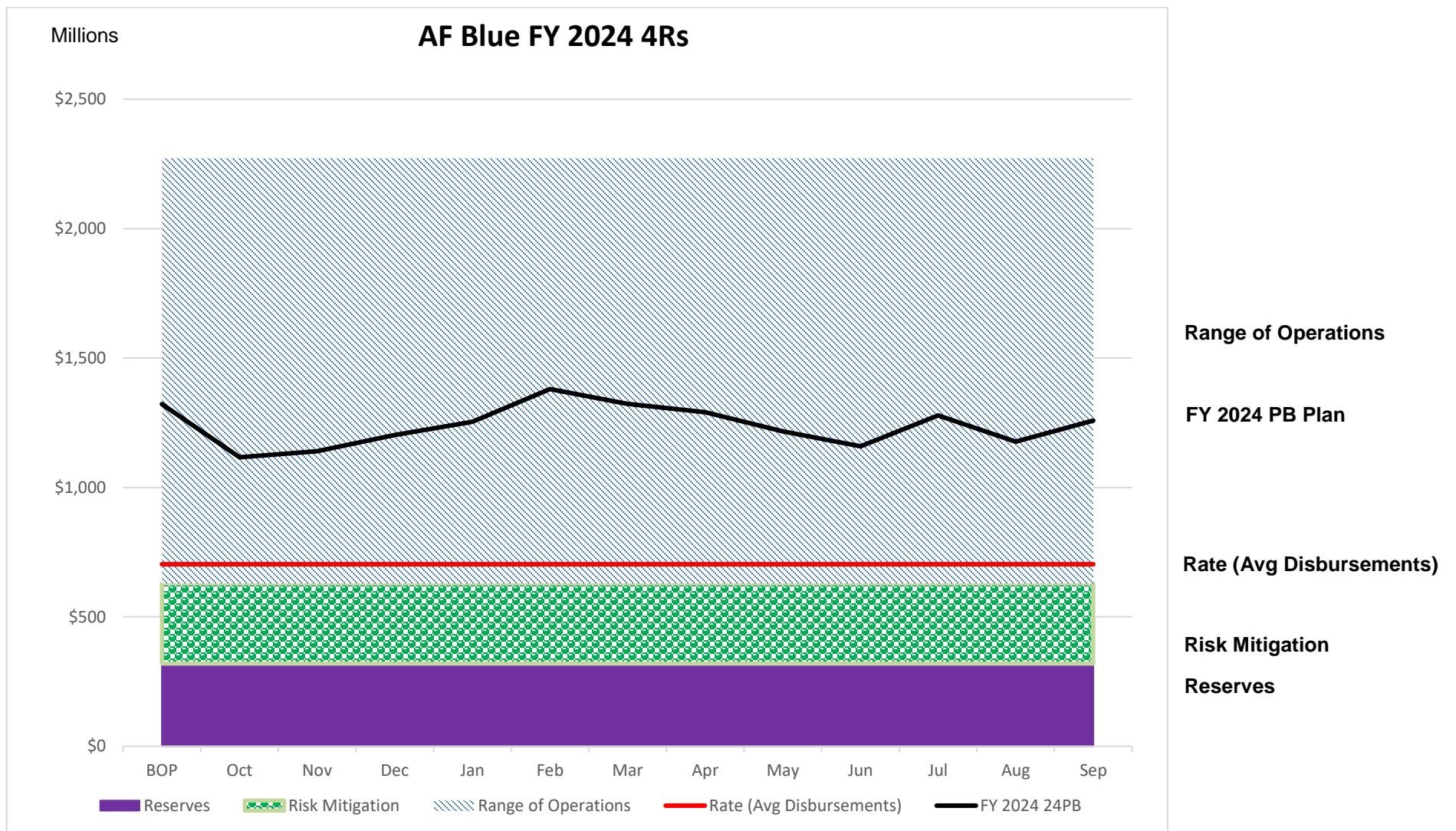
(Dollars in Millions)	FY 2022	FY 2023	FY 2024
Total Revenue	25,567.8	27,758.1	28,336.3
Cost of Goods Sold	25,745.9	27,470.4	28,421.2
Net Operating Result Adjustments	33.5	(41.4)	(43.6)
Net Operating Result (NOR)	(144.6)	246.3	(128.4)
Accumulated Operating Result (AOR)	420.3	594.3	359.0
Civilian End Strength	32,991	35,480	35,851
Military End Strength	12,313	12,520	12,509
Civilian Workyears	32,865	36,339	36,803
Military Workyears	12,227	12,697	12,698
Capital Budget	224.7	292.1	309.8
Direct Appropriation	77.5	80.4	83.6

## Cash Management

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



AFWCF Overview - FY 2024 President's Budget



AFWCF Overview - FY 2024 President's Budget

The **Rate of Disbursements** for the AFWCF Blue FY 2024 PB was determined by dividing the total disbursements by the number of expected collection cycles for each division. The AF Blue collection cycles is a weighted average of all divisions-rounded to nearest whole number. The weighting is based on the total disbursements.

The **Range of Operations** is the difference between the lowest and highest planned monthly cash estimate, plus one-half of the Rate of Disbursement at the sub-activity group level. The Activity Group and AF Blue Range is the sum of the sub-activity groups Range. In FY 2024, the projected Rate of Disbursement is \$703.9 million, and the lower range is \$630.0 million. The upper range is \$2,273.0 million. The difference between the two amounts results in \$1,643.0 million as the basic operating range.

AFWCF Blue **Risk** mitigation addresses cash variability associated with unknown external variables and both day-to-day and seasonal volatility inherent to AFWCF operations. One-half of the Rate of Disbursement was used to estimate Risk. If Reserves were determined to be sufficient to cover operational volatility, Risk was set to zero. SMAG-R had sufficient Reserve to cover operational volatility in FY 2023 and FY 2024, while CSAG-S had sufficient reserves in FY 2023 only.

Cash **Reserves** are held for cash balances that will be paid out in future cycles and late in the current cycle. The first category is Accumulated Operating Results (AOR), set equal to the ending AOR if the AOR was positive. The second reserve supports unliquidated obligations of the Medical Dental Division's Direct Appropriation for War Readiness Material.

## **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 Expense 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 2022. Forecasted A/R and A/P percentages considers six regression models and three complete fiscal years of actual data and are calculated using the monthly budgeted revenue and expense.

FY 2022 had a negative cash flow of \$71.7 million due to a \$79.8 million change in balance sheet activity (A/R and A/P). The balance sheet changes include: increased Property, Plant and Equipment payments (\$146.9 million) and an \$88.1 million decrease of accrued salary expense. A/R decrease had a positive impact of \$131.7 million as CSAG Maintenance added a collection cycle. Offsetting the balance sheet activity is \$8.1 million positive cash from operations (NOR).

FY 2023 projects a negative cash flow of \$10.3 million mainly due to the negative NOR of \$47.4 million, offset by \$37.2 million in positive balance sheet activity. Negative NOR is caused by increased expenses from delivery of prior year material purchases and increased sustaining engineering expenses

FY 2024 projects a negative cash flow of \$63.1 million due to the negative NOR of \$40.7 million. Supply Divisions returning prior year profits drives the negative NOR.

### AFWCF Blue Cash Plan

<b>(\$ Millions)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
BOP Cash Balance	\$1,403.7	\$1,332.1	\$1,321.8
Disbursements <sup>1</sup>	\$16,916.9	\$19,123.8	\$19,708.2
Collections <sup>1</sup>	\$16,845.2	\$19,033.1	\$19,561.5
Transfers In/Out	\$0.0	\$0.0	\$0.0
WRM	\$77.4	\$80.4	\$83.6
EOP Cash Balance	\$1,332.1	\$1,321.8	\$1,258.6
Lower Limit Cash Goal	\$760.2	\$997.5	\$630.0
Upper Limit Cash Goal	\$1,741.7	\$2,614.2	\$2,273.0

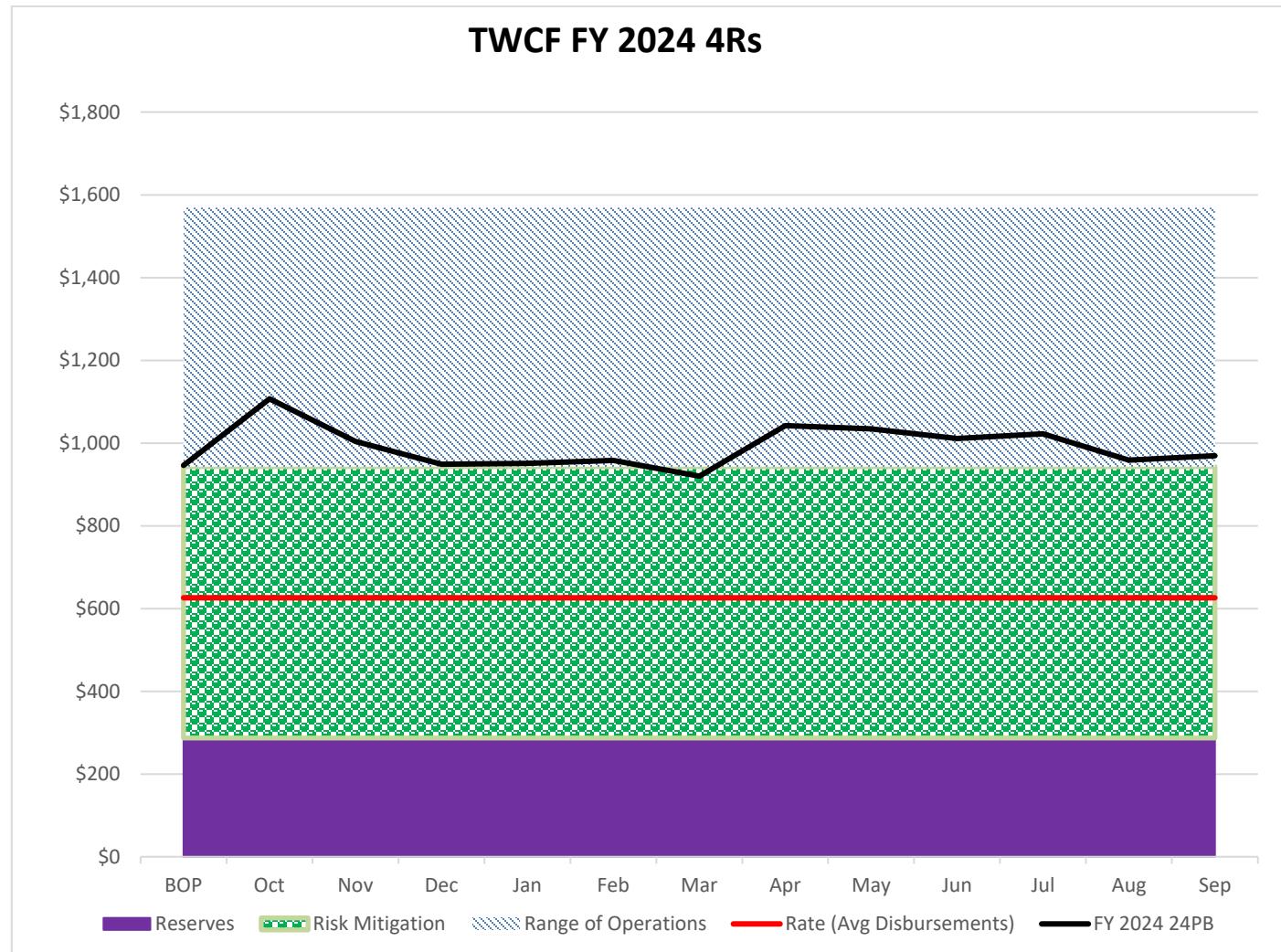
<sup>1</sup>Does not include Transfers In/Out

In FY 2022, AFWCF Blue cash ends the year with minimal change from the BOP and falls within limits for this period and will support the Treasury Department's daily cash reporting initiative and division level analysis.

In FY 2023, AFWCF Blue cash decreases slightly during the year and 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. CSAG-S and SMAG-R will be reducing cash during the year as rates return funds to customers, offset by planned increase in CSAG-M.

In FY 2024, AFWCF Blue cash increases slightly during the year and will be within the operating limits throughout the year and will support the Treasury Department's daily cash reporting initiative and division level analysis. As CSAG-S and SMAG-R continue to return profits, countered by CSAG-M's plan to increase rates, cash in each program reacts to the effort to reach a zero AOR. Limits support the wide range of divisional level programs.

## TWCF



AFWCF Overview - FY 2024 President's Budget

FY 2024 **Rate of Disbursements** is the TWCF's average amount disbursed per collection cycle. **Range of Operations** is the highest and lowest expected cash level with \$631 million as the basic operating range. **Risk Mitigation** includes Contingency/Humanitarian Operations, current events, potential emerging "operational threats", and support of initial unplanned operations until collections begin. **Cash Reserves** include Liability Reserves (cost of possible contract termination and carrier bankruptcy) and Continuity of Combatant Command (COCOM) Operations (Continuing Resolution Authority, government shutdown, sequestration).

### **Summary of Cash Flows**

FY 2022 has a negative cash flow of \$175 million. The balance sheet activities include \$85 million decrease of Accounts Receivable (A/R), \$161 million decrease Accounts Payable (A/P). A negative NOR of \$194 million offset from balance sheet activities bring the cash flow to a negative balance.

FY 2023 projects a positive cash flow of \$600 million. The balance sheet activity includes increase of A/R of \$51 million, increase of A/P of \$234 million, and offset from a positive \$279 million NOR.

FY 2024 projects a positive cash flow of \$22 million. The balance sheet activity includes decrease of A/R of \$112 million, decrease of A/P of \$1 million, and offset from a negative \$102 million NOR.

## TWCF Cash Plan

<b>(\$ Millions)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
BOP Cash Balance	\$521.0	\$345.9	\$946.3
Disbursements	\$8,634.3	\$8,947.2	\$8,138.1
Collections	\$8,458.9	\$9,547.5	\$8,160.4
Net Transfers	(\$384.3)	(\$24.7)	\$0.0
EOP Cash Balance	\$345.9	\$946.3	\$968.6
Lower Limit Cash Goal	\$797.0	\$942.0	\$943.0
Upper Limit Cash Goal	\$1,457.0	\$1,628.4	\$1,569.0

**FY 2022 USTRANSCOM CASH:** FY 2022 cash decreased from \$521 million to \$346 million. TWCF received \$409 million in Ukraine Supplemental appropriations in the FY 2022 OMNIBUS. FY 2022 cash ended \$451 million below the cash lower boundary.

**FY 2023 USTRANSCOM CASH:** FY 2023 cash is projected to increase from \$346 million to \$946 million due to recouping prior year losses. The cash position assumes ARA collection of \$1,449 million. Ending cash balance is within the lower and upper boundaries.

**FY 2024 USTRANSCOM CASH:** FY 2024 cash is projected to increase from \$946 million to \$969 million. The cash position assumes ARA collection of \$1,059 million. USTRANSCOM cash balance is \$25 million above the cash lower boundary.

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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) 2024 President's Budget (PB)**

The mission of the Consolidated Sustainment Activity Group (CSAG) is supply management of repairable and consumable items, and maintenance services. Repairable 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 Air Force Working Capital Fund (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 AFMC, 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**

CSAG-S is responsible primarily for Air Force-managed, depot-level repairable spares and consumable spares unique to the Air Force. Repairable 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, CSAG-S 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.

CSAG-S 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, CSAG-S re-engineers parts which can no longer be produced or repaired. CSAG-S 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.

## **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. Continual 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, 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 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 and establishment of a reverse engineering and manufacturing framework to rapidly solve availability issues derived from DMSMS, supply chain risk and obsolescence challenges. It is modernizing spares requirements planning to optimize inventory and implementing 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

Financial Performance (\$ Millions)	FY 2022	FY 2023	FY 2024
Total Revenue	\$13,047.1	\$14,010.7	\$14,994.1
Total Expenses (with Work In Progress)	\$13,284.1	\$13,856.2	\$14,839.0
Other Adjustments Affecting NOR and Other Changes	\$41.5	\$15.2	\$15.2
Net Operating Results	(\$237.1)	\$154.5	\$155.1
Non Recoverable Adjustments Impacting AOR	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	(\$160.9)	(\$63.5)	\$0.0

Overall, CSAG projects a \$0.0 AOR for FY 2024.

Cash (\$ Millions)	FY 2022	FY 2023	FY 2024
BOP Cash Balance	\$1,028.0	\$862.9	\$730.6
Disbursements <sup>1</sup>	\$12,879.9	\$14,224.6	\$14,794.8
Collections	\$12,714.7	\$14,092.3	\$14,973.6
Transfers In/Out	\$0.0	\$0.0	\$0.0
EOP Cash Balance	\$862.9	\$730.6	\$909.4
Lower Range	\$462.4	\$403.0	\$255.4
Upper Range	\$1,494.5	\$1,512.2	\$1,360.1

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

<b>Stabilized Sales Rates and Prices</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Maintenance Composite Sales Rate per hour	\$325.25	\$358.54	\$379.39
Maintenance Rate Change <sup>1</sup>	3.3%	4.9%	7.2%
Supply Unit Cost Ratio	1.099	1.070	1.044
Price Change to Customer <sup>2</sup>	2.88%	5.68%	7.57%
Price Change to Customer <sup>2</sup> - AF FHP specific	-2.35%	5.68%	7.57%

<sup>1</sup> The 3.3% increase in FY 2022 was required to affect the recovery of \$341.6 million prior year losses.

<sup>2</sup> FY 2022 Air Force Flying Hour Program (AF FHP) specific Price Change to Customer surcharge decreased -2.35%. The FHP specific surcharge was removed causing Flying Hour rates reduction. FY 2023 price increase is attributable to a 5.6% repair inflation. FY 2024 price increase is attributable to a 7.5% buy inflation.

<b>CSAG Manpower Resources</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Civilian End Strength	28,868	30,932	31,260
Civilian Full Time Equivalents	28,715	31,788	32,209
Military End Strengths	192	194	183
Military Workyears	105	166	167

<b>Maintenance Direct Production Earned Hours Produced<sup>3</sup></b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
(Hours in Thousands)	23,111	24,291	25,068

<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 (DDP) and Quality Defect Rate</b>	<b>Goal</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Due Date Performance <sup>1</sup>	85%	69%		
Quality Defect Rate <sup>2</sup>	0.22	0.23		

<sup>1</sup>Through Sep 2022, YTD DDP came in at 69% due to unplanned over and above workload causing excessive WIP and shortage of trained personnel, and part/material supportability issues.

<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 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Equipment	\$119.4	\$169.6	\$198.8
ADPE & Telecom	\$8.2	\$0.8	\$0.6
Software Development	\$18.3	\$22.9	\$59.9
Minor Construction	\$17.8	\$31.3	\$1.2
<b>Total</b>	<b>\$163.7</b>	<b>\$224.5</b>	<b>\$260.4</b>

<b>Maintenance 6% Capital Investment Plan (\$ Millions)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Required Investment	\$422.4	\$436.0	\$608.5
Total Investment Budgeted	\$473.5	\$619.9	\$1,317.9
Percent Invested	6.7%	8.5%	17.3%

<b>Supply Customer Wait Time (CWT)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Actual Performance	21.9		
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. The input above is for budget code 8 items only.

<b>Supply Stockage Effectiveness</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</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. The input above is for budget code 8 items only.

<b>Supply Undelivered Orders (\$ Millions)</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Supply Division	4,718.2	4,803.1	4,889.5

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

<b>Supply Item Quantity Requirements</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Number of Issues <sup>1</sup>	1,680,748	1,400,986	1,408,899
Number of Receipts <sup>1</sup>	1,939,232	1,491,313	1,405,177
Number of Requisitions <sup>1,2</sup>	293,513	258,164	264,395
Contracts Executed <sup>3</sup>	1,183	1,752	1,834
Purchase Inflation	2.0%	2.0%	7.0%
Items Managed	88,325	59,700	66,815

<sup>1</sup>FY 2023 and FY 2024 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**

	FY2022 to FY2023	FY2023 to FY2024
<b>Cost of Operations</b>		
Organic BOP	7,625.657	7,923.553
Contract BOP	.000	.000
<b>Cost of Operations</b>	<b>7,625.657</b>	<b>7,923.553</b>
<b>ANNUALIZATION</b>		
Annualization of Civilian Pay	.000	.000
Annualization of Military Pay	.000	(0.00)
<b>TOTAL ANNUALIZATION</b>	<b>.000</b>	<b>(0.00)</b>
<b>PRICE CHANGES</b>		
Civilian Pay Raises	116.005	141.549
Military Pay Raises	.704	.746
Material Price Growth	275.337	318.323
Fuel Price Growth	.511	.661
Other Growth	26.697	18.321
<b>TOTAL PRICE CHANGES</b>	<b>419.255</b>	<b>479.600</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	93.411	10.068
Material Workload	(272.107)	(16.896)
BOS	2.699	(1.441)
Contract Changes	.000	.000
<b>TOTAL PROGRAM CHANGES</b>	<b>(175.997)</b>	<b>(8.269)</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**

	FY2022 to FY2023	FY2023 to FY2024
<b>OTHER CHANGES</b>		
Data Systems Support	(1.124)	.204
Data Systems Development	(1.033)	1.527
Equipment Depreciation	10.877	1.377
Minor Construction Depreciation	1.095	(.022)
Data System Depreciation	.126	.000
Travel & Transportation	.331	1.081
Communications	(.121)	.105
Utilities	(12.316)	4.041
Equipment Rental	1.181	.054
Printing & Equipment	.010	.026
Equip/Vehicle Rep & Maintenance	1.075	26.647
Custodial	1.045	(.293)
Facility Maintenance	22.812	14.224
Training	.537	1.842
Environmental	.000	.000
Miscellaneous	25.626	16.518
<b>TOTAL OTHER CHANGES</b>	<b>50.118</b>	<b>67.331</b>
<b>TOTAL CHANGES</b>	<b>293.376</b>	<b>538.663</b>
<b>Cost of Operations</b>		
Organic EOP	7,919.033	8,462.215
<b>Total Cost of Operations</b>	<b>7,923.553</b>	<b>8,465.420</b>

Fund 2 CSAG - Maintenance Division

	REVENUE (Maintenance, Repair, Overhaul) 3 Year Average			BUDGETED CAPITAL (Modernization, Efficiency)		
	2019-2021	2020-2022	2021-2023	FY2022	FY2023	FY2024
Revenue						
Working Capital Fund	7,039.985	7,266.365	7,606.679	128.498	58.060	273.237
Appropriations	.000	.000	.000	163.723	224.517	260.420
Total Revenue	7,039.985	7,266.365	7,606.679	.000	.000	.000
WCF Depot Maintenance Capital Investment				7.920	11.700	13.700
Facility Restoration & Modernization						
Capital Investment Program						
Other Equipment						
Processes/Productivity Enhancements <sup>1</sup>						
Appropriated Funding						
MILCON (3300) <sup>2</sup>				.000	92.600	472.000
RDT&E (3600)				26.211	23.926	.000
Procurement Equipment (3010) <sup>3</sup>				147.100	209.100	298.590
Operation & Maintenance				.000	.000	.000
Investment Total				473.452	619.903	1,317.948
Minimum Investment				422.399	435.982	608.534
Investment Over/(Under) Requirement				51.053	183.921	709.413

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:

FY23: KC-46A 3-Bay Depot Maintenance Hangar Increment 2 (\$49M); Facility and Land Acquisition (MROTC) (\$30.0M); KC-46A Fuel POL Infrastructure (\$13.6M)—all 3 projects at OC-ALC/Tinker AFB  
 FY24: F-35 Maintenance Facility, Phase 1 (\$198M); F-35 Composite Repair & Training Fac, Ph 1 (\$136M); F-35 T-7A East Campus Infrastructure (\$82M)- 3 projects at OO-ALC/Hill AFB; KC-46 3-Bay Depot Maintenance Hangar Increment 3 (\$56M) 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:

FY22: KC-46A (\$44.2M at OC-ALC); F-15 (\$65.7M at WR-ALC) F-22 (\$50.8M at OO-ALC); F-35 (\$26.1M at all three ALCs); and F-16 (\$22.8M at OO-ALC) plus several other airframes at less than \$20.0M each  
 FY23: KC-46 (\$139.9M at OC-ALC); F-22 (\$24.6M at OO & OC-ALC); F-35 (\$19.6M at OO & OC-ALC); several other airframes at less than \$15.0M each  
 FY24: KC-46 (\$141.6M at OC-ALC); F-35 (\$30.0M with \$20.3M at WR-ALC); F-22 (\$30.7M at OO-ALC); several other airframes at less than \$20.0M each

4. CIP includes investments for MROi development for FM at \$16.6M (CSAG-M) for FY22, \$22.5M for FY23, and \$59.9M for FY24

5. RDT&E includes investments for MROi logistics at \$26.2M for FY22 and \$23.9M for FY23.

6. FY23 NDAA requires 8% investment and inclusion of Facilities Sustainment beginning in FY24. FY24 \$273.237M includes \$157.510M for Facilities Sustainment and \$115.727M for Facilities Restoration and Modernization. FY22-23 reflect 6% investment requirement and exclusion of Facilities Sustainment.

Breakdowns of procurement investments at each ALC are as follows:

\$M	FY22	FY23	FY24
OC-ALC	\$14.4	\$145.7	\$165.5
OO-ALC	\$102.0	\$31.5	\$77.3
WR-ALC	\$30.7	\$31.9	\$55.8

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**

	FY2022	FY2023	FY2024
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
(1) Air Force			
(a) Aircraft Procurement	380.048	376.557	477.895
(b) Missile Procurement	.307	.787	1.344
(c) Other Procurement	.531	(.002)	(.000)
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	4,804.796	5,084.448	5,543.873
(f) Operations & Maintenance - USSF	6.065	45.812	37.079
(g) Operations & Maintenance - AFRC	610.942	790.362	655.641
(h) Operations & Maintenance - ANG	1,378.662	1,564.825	1,374.627
(i) Research & Development - AF	301.048	327.355	354.617
(j) Military Personnel - AF	.000	.000	.000
(k) Reserve Personnel - AF	.000	.000	.000
(l) Guard Personnel - ANG	.000	.000	.000
(m) Family Housing	.000	.000	.000
(n) Special Trust Funds	.000	.000	.000
(o) Other Air Force	7.036	1.694	3.776
(p) Other	48.975	.000	94.327
Total Air Force	7,538.410	8,191.839	8,543.179
(2) Army	17.570	19.819	14.034
(3) Navy	213.327	260.013	275.191
(4) Marine Corps	9.635	8.043	6.594
(5) MAP/Grant Aid	.000	.000	.000
(6) Other DOD	244.771	362.838	237.209
Total DOD excluding WCF	8,023.713	8,842.552	9,076.207
<b>b. Orders From Other Fund Activity Groups</b>			
(1) AF Supply Mgmt Activity Group - Retail	72.484	83.686	95.114
(2) Transportation Activity Group - TRANSCOM	409.069	364.123	446.696
(3) Other WCF Activity Groups	.378	.207	.187
(4) Commissary, Sur. Coll.	.000	.000	.000
(5) AF CSAG - Supply (Supply Orders to Maintenance)	2,434.614	2,575.528	2,644.674
(6) AF CSAG - Maintenance (Maintenance Orders to Supply)	2,094.708	1,776.460	1,902.362
Total Other Fund Activity Groups	5,011.253	4,800.003	5,089.033
<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
Total Internal AF Consolidated Sustainment Activity Group	.000	.000	.000

Fund 11 CSAG

Fund 11  
(Dollars in Millions)

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

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**CSAG**

	FY2022	FY2023	FY2024
<b>d. Grand Total DOD</b>	<b>13,034.966</b>	<b>13,642.555</b>	<b>14,165.240</b>
<b>e. Other Orders</b>			
(1) Other Federal Agencies	24.120	(3.847)	6.184
(2) Non Federal Agencies	415.196	512.344	519.700
(3) FMS	293.498	122.345	149.018
<b>Total Other Orders</b>	<b>732.814</b>	<b>630.842</b>	<b>674.902</b>
<b>Total New Gross Orders</b>	<b>13,767.780</b>	<b>14,273.398</b>	<b>14,840.142</b>
<b>Total New External Orders (Total New Gross Orders minus 1c. Total Internal AF CSAG)</b>	<b>13,767.780</b>	<b>14,273.398</b>	<b>14,840.142</b>
<b>2. Carry-In Orders</b>			
a. Carry-over Execution Adjustment	3,656.653	4,419.547	4,889.351
	(274.853)	184.072	(6.813)
<b>3. Total Gross Orders</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>17,424.433</b>	<b>18,692.944</b>	<b>19,729.492</b>
<b>4. Gross Revenue</b>	<b>12,730.034</b>	<b>13,987.666</b>	<b>14,862.271</b>
<b>5. End of Year W-I-P</b>	<b>(.051)</b>	<b>.762</b>	<b>.762</b>
<b>6. Total Exclusion</b>			
Exclusion (FMS, BRAC, Other Federal & Agency, Non-Federal)	235.867	.000	.000
Exclusion (Late Inducted Orders)	.000	.000	.000
<b>Total Exclusion (sum of above exclusions)</b>	<b>235.867</b>	<b>.000</b>	<b>.000</b>
<b>7. Funded Carryover</b>	<b>4,183.731</b>	<b>4,888.588</b>	<b>4,859.646</b>

Fund 11 CSAG

Fund 11A METRIC  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
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**CSAG - Maintenance Division**

<b>SECTION 1</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
1. Total New Orders	7,821.823	8,722.341	8,836.702
2. Net Carry-in Orders	2,619.623	3,457.676	3,963.539
3. Total Gross Orders (Lines 1 + 2)	10,441.446	12,180.017	12,800.242
4. Revenue	7,167.842	8,209.665	8,801.224
5. Carry-over (Line 3 - Line 4)	3,273.604	3,970.352	3,999.017
6. Workload Completed per Month (Line 4 ÷ 12)	597.320	684.139	733.435
7. Months of Carry-over (Line 5 ÷ Line 6)	5.5	5.8	5.5
<b>SECTION 2</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
<b>OC-ALC</b>			
Carry-over	1,103.434	1,460.529	1,561.327
Months of Carry-over	3.7	4.5	4.5
<b>OO-ALC</b>			
Carry-over	1,241.159	1,579.061	1,596.538
Months of Carry-over	7.3	7.7	7.1
<b>WR-ALC</b>			
Carry-over	967.401	969.151	879.543
Months of Carry-over	7.6	6.3	5.3
Balance to Financial Statement	(38.390)	(38.390)	(38.390)
<b>SECTION 3 Carry-over Appropriations</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
<b>Carry-over by Appropriation</b>			
1. Operation and Maintenance	1,590.115	1,571.796	1,513.937
a. Army	0.405	1.051	0.933
b. Navy	137.422	112.223	119.725
c. Marine Corps	4.117	4.826	3.956
d. Air Force	1,448.172	1,453.696	1,389.323
2. Procurement	277.929	183.008	236.138
3. Research and Development	114.770	139.137	156.556
4. Other DoD	14.050	25.623	13.073
5. Non DoD	0.000	0.000	0.000
6. No-Year Appropriation	1,206.045	1,485.093	1,371.515
<b>CHECK</b>			
<b>CARRY-OVER (Section 1 - Section 2)</b>	0.000	0.000	0.000
<b>CARRY-OVER (Section 1 - Section 3)</b>	70.695	565.695	707.798
<b>Note: Checks should = 0 (zero)</b>			

Fund 14  
(Dollars in Millions)

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

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**CSAG**

	FY2022	FY2023	FY2024
<b>Revenue:</b>			
Income:			
Maintenance Division	7,167.842	8,209.665	8,801.224
Supply Division (Material Gross Sales)	6,033.498	6,097.348	6,357.771
Less Credit Returns	409.544	319.348	296.724
Capital Investment Recovery	.000	.000	106.840
Total Income	12,791.796	13,987.666	14,969.111
Depreciation Offset (Major Construction)	.000	.000	.000
Other Revenue	255.270	23.000	25.000
Total Other Revenue	255.270	23.000	25.000
Total Revenue	13,047.066	14,010.666	14,994.111
<b>Expenses:</b>			
Maintenance Division			
Cost of Repair (Direct and POH Costs)			
Labor	2,670.855	2,836.211	2,973.815
Material	3,765.343	3,760.921	4,053.038
Depreciation	.000	.000	.000
Depreciation of Equipment, ADPE & Telecom, Minor Construction, and Software	133.420	144.281	145.708
Depreciation of Other Fixed Assets	.000	.000	.000
Capital Investment Recovery	.000	.000	.000
Subtotal Depreciation	133.420	144.281	145.708
Subtotal Labor, Material, and Depreciation	6,569.618	6,741.414	7,172.561
Remaining Direct and POH Costs	467.407	511.455	568.794
Total Cost of Repair (Direct and POH Costs)	7,037.025	7,252.869	7,741.356
Supply Division			
Cost of Material Sold	268.399	937.797	415.943
Cost of Material Repair	3,595.216	3,688.765	3,759.999
Condemnation Material Expense Recovery (CMER)	626.165	67.196	739.453
Inventory Retention	.000	.000	190.000
Other Expenses	31.374	13.000	15.000
Subtotal Material & Other Expenses	4,521.154	4,706.758	5,120.395
Operating Expenses			
Military Personnel	10.381	15.069	14.542
Civilian Personnel	593.138	648.279	682.120
Travel & Transportation of People	3.271	5.123	5.990

Fund 14 CSAG

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
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**CSAG**

	FY2022	FY2023	FY2024
<b>Materials &amp; Supplies</b>	27.731	36.902	46.847
Equipment	60.428	64.199	70.737
Other WCF Purchases	284.792	300.919	307.317
Transportation of Things	73.115	80.067	77.386
Depreciation - Capital	15.026	16.263	16.191
Depreciation of Other Fixed Assets	13.225	15.165	15.170
Capital Investment Recovery	.000	.000	.000
Printing and Reproduction	.216	.700	.746
Advisory and Assistance Services	54.119	70.742	70.074
Rent, Comm, Utilities and Misc Charges	123.067	116.221	115.746
Other Purchased Services	466.641	527.739	554.347
<b>Total Operating Expenses</b>	<b>1,725.152</b>	<b>1,897.388</b>	<b>1,977.211</b>
<b>Total Expenses</b>	<b>13,283.330</b>	<b>13,857.015</b>	<b>14,838.962</b>
Work in Process, Beginning of Year	.762	(.051)	.762
Work in Process, End of Year	(.051)	.762	.762
Work in Process, Change	(.813)	.813	.000
<b>Total Expenses Adjusted for Work in Process</b>	<b>13,284.144</b>	<b>13,856.202</b>	<b>14,838.962</b>
<b>Operating Results (Net Operating Results on 1307 - Line 11)</b>	<b>(237.078)</b>	<b>154.464</b>	<b>155.149</b>
Less Capital Surcharge Reservation	(16.616)	(72.250)	(106.840)
Plus Passthroughs or Other Approps (NOR)	.000	.000	.000
Other Adjustments Affecting NOR and Other Changes <sup>1</sup>	41.478	15.165	15.170
<b>Net Operating Result (Recoverable NOR on 1307 - Line 13)</b>	<b>(212.215)</b>	<b>97.379</b>	<b>63.479</b>
Prior Year Adjustments	.000	.000	.000
Other Changes Affecting AOR	.000	.000	.000
Prior Year AOR	51.358	(160.858)	(63.479)
<b>Accumulated Operating Result</b>	<b>(160.858)</b>	<b>(63.479)</b>	<b>.000</b>
Non-Recoverable Adjustment Impacting AOR	.000	.000	.000
<b>Accumulated Operating Result for Budget Purposes</b>	<b>(160.858)</b>	<b>(63.479)</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 15  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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**CSAG**

<b>FY2022 PRODUCT</b>	<b>Barrels</b>	<b>\$ Per Barrel</b>	<b>TOTAL</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	187.32	0.000
JP-8	0.013093	186.06	2.436
<b>Total for Direct Aviation POL</b>	<b>0.013093</b>	<b>186.06</b>	<b>2.436</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	187.32	0.000
JP-8	0.109266	186.06	20.330
<b>Total for Indirect Aviation POL</b>	<b>0.109266</b>	<b>186.06</b>	<b>20.330</b>
<b>Ground POL</b>			
MG Leaded	0.000000	181.86	0.000
MG Unleaded	0.005493	181.86	0.999
Diesel	0.003878	189.00	0.733
<b>Total for Indirect Ground POL</b>	<b>0.009372</b>	<b>184.81</b>	<b>1.732</b>
<b>Ground POL</b>			
MG Leaded	0.000002	181.86	0.000
MG Unleaded	0.000236	181.86	0.043
Diesel	0.000032	189.00	0.006
<b>Total for Indirect Ground POL</b>	<b>0.000270</b>	<b>182.70</b>	<b>0.049</b>
<b>SubTotal POL</b>	<b>0.132000</b>	<b>185.96</b>	<b>24.547</b>
<b>Special Fuels</b>			
JP-10	(0.000952)	241.50	-0.230
<b>Total for Indirect Special Fuels</b>	<b>(0.000952)</b>	<b>241.50</b>	<b>-0.230</b>
<b>Total</b>	<b>0.131048</b>		<b>24.317</b>

Fund 15  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
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**CSAG**

<b>FY2023 PRODUCT</b>	<b>Barrels</b>	<b>\$ Per Barrel</b>	<b>TOTAL</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	191.25	0.000
JP-8	0.152327	189.97	28.937
<b>Total for Direct Aviation POL</b>	<b>0.152327</b>	<b>189.97</b>	<b>28.937</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	191.25	0.000
JP-8	0.000000	189.97	0.000
<b>Total for Indirect Aviation POL</b>	<b>0.000000</b>	<b>0.00</b>	<b>0.000</b>
<b>Ground POL</b>			
MG Leaded	0.000000	185.68	0.000
MG Unleaded	0.008305	185.68	1.542
Diesel	0.004633	192.97	0.894
<b>Total for Indirect Ground POL</b>	<b>0.012937</b>	<b>188.29</b>	<b>2.436</b>
<b>Ground POL</b>			
MG Leaded	0.000000	185.68	0.000
MG Unleaded	0.000140	185.68	0.026
Diesel	0.000022	192.97	0.004
<b>Total for Indirect Ground POL</b>	<b>0.000162</b>	<b>186.68</b>	<b>0.030</b>
<b>SubTotal POL</b>	<b>0.165426</b>	<b>189.84</b>	<b>31.404</b>
<b>Special Fuels</b>			
JP-10	0.000385	246.57	0.095
<b>Total for Indirect Special Fuels</b>	<b>0.000000</b>	<b>0.00</b>	<b>0.000</b>
<b>Total</b>	<b>0.165812</b>		<b>31.499</b>

Fund 15  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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**CSAG**

<b>FY2024 PRODUCT</b>	<b>Barrels</b>	<b>\$ Per Barrel</b>	<b>TOTAL</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	195.27	0.000
JP-8	0.026289	193.96	5.099
<b>Total for Direct Aviation POL</b>	<b>0.026289</b>	<b>193.96</b>	<b>5.099</b>
<b>Aviation POL</b>			
JP-4	0.000000	0.00	0.000
JP-5	0.000000	195.27	0.000
JP-8	0.129911	193.96	25.198
<b>Total for Indirect Aviation POL</b>	<b>0.129911</b>	<b>193.96</b>	<b>25.198</b>
<b>Ground POL</b>			
MG Leaded	0.003988	189.58	0.756
MG Unleaded	0.005238	189.58	0.993
Diesel	0.004081	197.02	0.804
<b>Total for Indirect Ground POL</b>	<b>0.013306</b>	<b>191.86</b>	<b>2.553</b>
<b>Ground POL</b>			
MG Leaded	0.000000	189.58	0.000
MG Unleaded	0.000137	189.58	0.026
Diesel	0.000022	197.02	0.004
<b>Total for Indirect Ground POL</b>	<b>0.000159</b>	<b>190.60</b>	<b>0.030</b>
<b>SubTotal POL</b>	<b>0.169666</b>	<b>193.79</b>	<b>32.880</b>
<b>Special Fuels</b>			
JP-10	0.000377	251.75	0.095
<b>Total for Indirect Special Fuels</b>	<b>0.000377</b>	<b>251.75</b>	<b>0.095</b>
<b>Total</b>	<b>0.170043</b>		<b>32.975</b>

Fund 16  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**CSAG - Maintenance Division**

	FY2022	FY2023	FY2024
<b>1. Material Inventory BOP</b>	<b>130.000</b>	<b>129.800</b>	<b>129.800</b>
<b>2. Purchases</b>	<b>3,537.081</b>	<b>3,476.003</b>	<b>3,750.411</b>
A. Purchases to Support Customer Orders (+)	3,537.081	3,476.003	3,750.411
B. Purchase of long lead items in advance of customer orders (+)	.000	.000	.000
C. Other Purchases (+)	.000	.000	.000
<b>3. Material Inventory Adjustments</b>	<b>(3,537.281)</b>	<b>(3,476.003)</b>	<b>(3,750.411)</b>
A. Material Used in Maintenance (-)	(3,537.281)	(3,476.003)	(3,750.411)
B. Disposals, theft, losses due to damages (-)	.000	.000	.000
C. Other Reductions (-)	.000	.000	.000
<b>4. Material Inventory EOP</b>	<b>129.800</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) 2024  
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CSAG - Supply Division

	Obligation Targets								
	Net Customer Orders	Net Sales	Operating	WRM Direct Appn	Direct Reimbursables <i>(Initial Spares)</i>	Total Operating Obligations	Total Capital Obligations	Variability Target	
FY2022	5,945.957	5,562.192	6,115.596	.000	14.780	6,130.376	.000	800.000	6,930.376
FY2023	5,551.056	5,778.000	6,183.166	.000	.000	6,183.166	.000	800.000	6,983.166
FY2024	6,003.439	6,061.047	6,327.472	.000	.000	6,327.472	.000	800.000	7,127.472

SM-3B  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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**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	127.888	20.988	148.876	0.000	174.868	21.826	196.694	345.570	10.9%
B-1B	8.138	.717	8.855	0.000	85.373	45.514	130.888	139.743	10.5%
B-2	221.702	.710	222.412	0.000	18.211	21.510	39.721	262.132	12.8%
B-52	44.931	1.391	46.322	0.000	210.789	72.563	283.353	329.675	5.3%
C-5	15.661	7.343	23.004	0.000	117.528	21.020	138.548	161.552	13.4%
C-17	.262	0.000	.262	0.000	.797	.732	1.530	1.791	8.5%
C-130	21.320	.569	21.889	0.000	146.238	53.627	199.864	221.753	10.9%
C-135	182.802	3.396	186.198	0.000	347.529	128.547	476.076	662.274	10.6%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	23.697	.177	23.874	0.000	73.982	25.295	99.277	123.151	7.5%
E-4	0.000	0.000	0.000	0.000	2.192	0.000	2.192	2.192	9.2%
E-8	.772	0.000	.772	0.000	10.883	.984	11.868	12.640	8.5%
F-4	0.000	0.000	0.000	0.000	.093	0.000	.093	.093	0.0%
F-15	16.026	1.250	17.276	14.780	234.224	26.706	260.930	292.985	12.9%
F-16	50.908	5.501	56.410	0.000	233.746	79.793	313.539	369.948	11.9%
F100 Engines	39.545	11.765	51.310	0.000	290.066	41.871	331.937	383.247	0.0%
F110 Engines	8.927	0.000	8.927	0.000	16.922	117.921	134.843	143.770	0.0%
F-22	0.000	0.000	0.000	0.000	.021	0.000	.021	.021	12.5%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.7%
F-411	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	.007	0.000	.007	.007	0.0%
H-1	.555	0.000	.555	0.000	.401	18.121	18.521	19.077	10.6%
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	0.000	0.000	0.000	0.000	.089	11.219	11.308	11.308	9.8%
KC-46	1.758	0.000	1.758	0.000	0.000	0.000	0.000	1.758	0.0%
Trainers	31.490	57.159	88.649	0.000	28.694	16.913	45.607	134.256	10.1%
Other Aircraft	.567	0.000	.567	0.000	.933	8.412	9.345	9.912	7.4%
RQ-4	5.949	0.000	5.949	0.000	0.000	108.383	108.383	114.332	13.5%
SOF	1.741	0.000	1.741	0.000	1.360	67.665	69.025	70.766	9.8%
Common	113.923	11.303	125.226	0.000	230.755	78.467	309.221	434.447	0.0%
Common EW	.696	2.704	3.400	0.000	42.760	28.251	71.011	74.411	0.0%
FMS/FDT	1.643	3.400	5.043	0.000	0.000	0.000	0.000	5.043	0.0%
Missiles	38.575	.566	39.141	0.000	33.591	5.600	39.192	78.333	0.0%
Other	2.730	.005	2.734	0.000	17.788	77.654	95.442	98.176	0.0%
NIMSC5	0.000	0.000	0.000	0.000	.002	42.441	42.443	42.443	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	134.395	134.395	134.395	5.0%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
JEIM	0.000	0.000	0.000	0.000	52.747	0.000	52.747	52.747	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	11.046	0.000	11.046	11.046	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	243.910	243.910	243.910	0.0%
<b>Total</b>	<b>962.205</b>	<b>128.943</b>	<b>1,091.149</b>	<b>14.780</b>	<b>2,383.636</b>	<b>1,499.342</b>	<b>3,882.977</b>	<b>4,988.905</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) 2024  
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**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	22.704	5.832	28.536	0.000	212.062	30.121	242.183	270.719	13.0%
B-1B	23.571	.642	24.213	0.000	94.739	30.696	125.434	149.647	20.7%
B-2	112.394	1.649	114.043	0.000	22.299	19.873	42.172	156.215	22.5%
B-52	41.745	1.515	43.260	0.000	226.153	55.823	281.975	325.235	13.6%
C-5	39.531	1.237	40.768	0.000	120.452	13.109	133.561	174.329	15.2%
C-17	.089	0.000	.089	0.000	1.915	.082	1.996	2.085	8.2%
C-130	13.266	.372	13.638	0.000	123.594	46.643	170.237	183.874	10.3%
C-135	195.939	2.661	198.600	0.000	374.020	75.868	449.888	648.488	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	30.948	.531	31.479	0.000	74.653	7.379	82.032	113.511	14.3%
E-4	0.000	0.000	0.000	0.000	1.376	.016	1.392	1.392	12.5%
E-8	.381	0.000	.381	0.000	10.764	.113	10.877	11.258	7.6%
F-4	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
F-15	53.888	1.607	55.495	0.000	218.922	16.787	235.708	291.203	14.3%
F-16	25.978	6.386	32.364	0.000	207.718	35.495	243.214	275.577	13.5%
F100 Engines	109.560	23.232	132.792	0.000	261.397	23.669	285.066	417.858	0.0%
F110 Engines	33.176	0.000	33.176	0.000	20.865	121.479	142.344	175.519	0.0%
F-22	0.000	0.000	0.000	0.000	.065	0.000	.065	.065	26.5%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13.2%
F-411	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	.004	0.000	.004	.004	0.0%
H-1	5.010	.001	5.011	0.000	.312	12.573	12.885	17.897	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	8.598	0.000	8.598	0.000	.075	4.093	4.168	12.766	16.5%
KC-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Trainers	8.754	.615	9.369	0.000	31.548	9.787	41.335	50.703	23.2%
Other Aircraft	3.111	0.000	3.111	0.000	.015	4.485	4.500	7.612	11.2%
RQ-4	71.216	0.000	71.216	0.000	0.000	63.474	63.474	134.690	10.5%
SOF	7.236	0.000	7.236	0.000	1.101	74.836	75.937	83.173	10.3%
Common	74.459	5.249	79.707	0.000	198.106	46.461	244.567	324.275	0.0%
Common EW	.882	1.838	2.720	0.000	38.305	19.954	58.259	60.979	0.0%
FMS/FDT	1.697	3.855	5.552	0.000	0.000	0.000	0.000	5.552	0.0%
Missiles	176.434	1.445	177.879	0.000	26.208	3.654	29.862	207.741	0.0%
Other	13.080	.044	13.124	0.000	24.392	38.475	62.868	75.992	0.0%
NIMSC5	0.000	0.000	0.000	0.000	.097	63.993	64.091	64.091	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	229.119	229.119	229.119	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	41.260	0.000	41.260	41.260	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	7.539	0.000	7.539	7.539	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	237.007	237.007	237.007	0.0%
<b>Total</b>	<b>1,073.646</b>	<b>58.710</b>	<b>1,132.356</b>	<b>0.000</b>	<b>2,453.141</b>	<b>1,285.064</b>	<b>3,738.205</b>	<b>4,870.561</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) 2024  
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**CSAG - Supply Division**

FY2024	Reparable Buy	Consumable Buy	Total Buy	Initial Spares	Internal/Organic Repair	Cost Authority Contract Repair	Total Repair	Total	NMCRS Percent
A-10	23.216	13.006	36.222	0.000	208.576	28.904	237.480	273.702	12.5%
B-1B	202.354	3.152	205.505	0.000	104.871	35.707	140.579	346.084	21.0%
B-2	205.504	1.052	206.557	0.000	27.101	23.836	50.937	257.494	22.5%
B-52	103.783	.846	104.629	0.000	209.246	54.692	263.938	368.566	14.6%
C-5	20.372	7.398	27.770	0.000	109.497	14.375	123.873	151.643	16.2%
C-17	.048	0.000	.048	0.000	1.393	.529	1.922	1.970	9.2%
C-130	27.285	.638	27.922	0.000	114.484	39.419	153.903	181.825	14.6%
C-135	164.041	7.530	171.571	0.000	398.133	76.712	474.845	646.416	14.9%
C-141	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
C-46	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
E-3	5.018	.520	5.538	0.000	85.586	7.992	93.578	99.116	14.7%
E-4	0.000	0.000	0.000	0.000	1.341	.051	1.393	1.393	13.8%
E-8	.663	0.000	.663	0.000	9.580	.118	9.698	10.361	7.9%
F-4	0.000	0.000	0.000	0.000	.001	0.000	.001	.001	0.0%
F-15	47.526	.130	47.655	0.000	181.368	17.544	198.912	246.567	13.8%
F-16	23.296	14.873	38.169	0.000	187.375	30.692	218.066	256.235	14.8%
F100 Engines	78.955	25.941	104.897	0.000	282.382	22.716	305.098	409.995	0.0%
F110 Engines	9.503	0.000	9.503	0.000	16.941	100.068	117.009	126.512	0.0%
F-22	0.000	0.000	0.000	0.000	.080	0.000	.080	.080	27.4%
F-35	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	11.4%
F-411	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	.004	0.000	.004	.004	0.0%
H-1	.690	.003	.693	0.000	.381	13.753	14.134	14.827	12.1%
H-3	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-53	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
H-60	4.061	0.000	4.061	0.000	.076	4.642	4.719	8.780	15.8%
KC-46	.040	0.000	.040	0.000	0.000	0.000	0.000	.040	0.0%
Trainers	14.731	1.140	15.871	0.000	31.021	13.938	44.958	60.830	21.3%
Other Aircraft	.369	0.000	.369	0.000	.031	5.929	5.960	6.329	11.1%
RQ-4	4.639	0.000	4.639	0.000	0.000	63.007	63.007	67.646	11.5%
SOF	23.527	.262	23.790	0.000	.908	77.102	78.010	101.800	9.2%
Common	85.355	13.931	99.286	0.000	200.761	56.590	257.351	356.637	0.0%
Common EW	3.921	15.287	19.208	0.000	38.544	19.188	57.732	76.940	0.0%
FMS/FDT	1.682	4.160	5.842	0.000	0.000	0.000	0.000	5.842	0.0%
Missiles	.419	1.208	1.626	0.000	28.692	3.847	32.539	34.166	0.0%
Other	2.841	.206	3.047	0.000	27.886	33.220	61.106	64.153	0.0%
NIMSC5	0.000	0.000	0.000	0.000	.056	65.387	65.443	65.443	0.0%
NIMSC5-CV-22	0.000	0.000	0.000	0.000	0.000	245.980	245.980	245.980	17.9%
New WS Fund 1	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
RSP	0.000	0.000	0.000	0.000	190.000	0.000	190.000	190.000	0.0%
JEIM	0.000	0.000	0.000	0.000	42.705	0.000	42.705	42.705	0.0%
Local Manufacture Buy	0.000	0.000	0.000	0.000	13.572	0.000	13.572	13.572	0.0%
AMARG	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
Org Sustaining Engrg	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.0%
PBL	0.000	0.000	0.000	0.000	0.000	251.228	251.228	251.228	0.0%
<b>Total</b>	<b>1,053.838</b>	<b>111.283</b>	<b>1,165.121</b>	<b>0.000</b>	<b>2,512.590</b>	<b>1,307.168</b>	<b>3,819.759</b>	<b>4,984.880</b>	<b>0.0%</b>

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

Fiscal Year (FY) 2024  
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**SM-4**  
(Dollars in Millions)

**CSAG - Supply Division**

FY2022	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>23,767.287</b>	<b>16,522.715</b>	<b>.000</b>	<b>7,244.572</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(243.895)	(190.238)	.000	(53.657)
c. Inv Reclassified & Repriced	23,523.392	16,332.477	.000	7,190.915
<b>3. Receipts at MAC</b>	<b>1,367.571</b>	<b>1,066.706</b>	<b>.000</b>	<b>300.866</b>
<b>4. Sales at Standard</b>	<b>2,526.252</b>	<b>1,970.476</b>	<b>.000</b>	<b>555.775</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	47.063	36.709	.000	10.354
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	3,090.175	2,410.336	.000	679.838
d. Returns to Suppliers (-)	(686.255)	(535.279)	.000	(150.976)
e. Transfers to Property Disposal (-)	(1,228.605)	(958.312)	.000	(270.293)
f. Issues/Receipts w/o Reimbursement	478.013	372.850	.000	105.163
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(43.664)	(34.058)	.000	(9.606)
2. Discounts on Returns	(.001)	(.000)	.000	(.000)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.016)	(.013)	.000	(.004)
5. Assembly/Disassembly	(744.925)	(581.042)	.000	(163.884)
6. Physical Inventory Adj	644.370	502.608	.000	141.761
7. Accounting Adjustments	573.587	447.398	.000	126.189
8. Shipment Discrepancies	(38.516)	(30.043)	.000	(8.474)
9. Other Gains/Losses	284.932	222.247	.000	62.685
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	675.767	527.098	.000	148.669
h. Total Adjustments	2,376.159	1,853.404	.000	522.755
<b>6. Inventory EOP</b>	<b>24,740.871</b>	<b>17,282.110</b>	<b>.000</b>	<b>7,458.760</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>24,740.871</b>	<b>17,282.110</b>	<b>.000</b>	<b>7,458.760</b>
a. Economic Retention (Memo)	2,251.519	1,756.185	.000	495.334
b. Contingency Retention (Memo)	2,596.915	2,025.594	.000	571.321
c. Potential DOD Reutilization (Memo)	1,917.451	1,495.612	.000	421.839
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>6,765.885</b>	<b>5,277.391</b>	<b>.000</b>	<b>1,488.495</b>

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) 2024**  
**Budget Estimates**  
**March 2023**

**CSAG - Supply Division**

FY2023	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>24,740.871</b>	<b>17,282.110</b>	<b>.000</b>	<b>7,458.760</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(305.305)	(238.138)	.000	(67.167)
c. Inv Reclassified & Repriced	24,435.566	17,043.973	.000	7,391.593
<b>3. Receipts at MAC</b>	<b>1,477.005</b>	<b>1,152.064</b>	<b>.000</b>	<b>324.941</b>
<b>4. Sales at Standard</b>	<b>2,493.255</b>	<b>1,944.739</b>	<b>.000</b>	<b>548.516</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	79.146	61.734	.000	17.412
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,491.749	1,943.564	.000	548.185
d. Returns to Suppliers (-)	(734.732)	(573.091)	.000	(161.641)
e. Transfers to Property Disposal (-)	(1,115.797)	(870.322)	.000	(245.475)
f. Issues/Receipts w/o Reimbursement	546.261	426.084	.000	120.177
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(37.391)	(29.165)	.000	(8.226)
2. Discounts on Returns	(.338)	(.264)	.000	(.074)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.355)	(.277)	.000	(.078)
5. Assembly/Disassembly	(368.383)	(287.339)	.000	(81.044)
6. Physical Inventory Adj	.000	.000	.000	.000
7. Accounting Adjustments	.000	.000	.000	.000
8. Shipment Discrepancies	.000	.000	.000	.000
9. Other Gains/Losses	.000	.000	.000	.000
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(406.468)	(317.045)	.000	(89.423)
h. Total Adjustments	860.158	670.924	.000	189.235
<b>6. Inventory EOP</b>	<b>24,279.475</b>	<b>16,922.221</b>	<b>.000</b>	<b>7,357.253</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>24,279.475</b>	<b>16,922.221</b>	<b>.000</b>	<b>7,357.253</b>
a. Economic Retention (Memo)	2,296.549	1,791.308	.000	505.241
b. Contingency Retention (Memo)	2,648.854	2,066.106	.000	582.748
c. Potential DOD Reutilization (Memo)	1,955.801	1,525.524	.000	430.276
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>6,698.227</b>	<b>5,224.617</b>	<b>.000</b>	<b>1,473.610</b>

SM-4 CSAG - Supply Division

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**SM-4**  
(Dollars in Millions)  
**CSAG - Supply Division**

FY2024	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>24,279.475</b>	<b>16,922.221</b>	<b>.000</b>	<b>7,357.253</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(326.676)	(254.808)	.000	(71.869)
c. Inv Reclassified & Repriced	23,952.798	16,667.414	.000	7,285.384
<b>3. Receipts at MAC</b>	<b>1,580.396</b>	<b>1,232.709</b>	<b>.000</b>	<b>347.687</b>
<b>4. Sales at Standard</b>	<b>2,667.783</b>	<b>2,080.870</b>	<b>.000</b>	<b>586.912</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	84.686	66.055	.000	18.631
b. Returns from Customers for Credit	.000	.000	.000	.000
c. Returns from Customers w/o Credit	2,666.171	2,079.614	.000	586.558
d. Returns to Suppliers (-)	(786.164)	(613.208)	.000	(172.956)
e. Transfers to Property Disposal (-)	(1,193.903)	(931.244)	.000	(262.659)
f. Issues/Receipts w/o Reimbursement	584.499	455.910	.000	128.590
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(40.008)	(31.206)	.000	(8.802)
2. Discounts on Returns	(.362)	(.282)	.000	(.080)
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.380)	(.296)	.000	(.084)
5. Assembly/Disassembly	(394.170)	(307.453)	.000	(86.717)
6. Physical Inventory Adj	.000	.000	.000	.000
7. Accounting Adjustments	.000	.000	.000	.000
8. Shipment Discrepancies	.000	.000	.000	.000
9. Other Gains/Losses	.000	.000	.000	.000
10. Strata Transfers	.000	.000	.000	.000
11. Strata Transfers in Transit	.000	.000	.000	.000
12. Other Adjustments - Total	(434.920)	(339.238)	.000	(95.682)
h. Total Adjustments	920.369	717.888	.000	202.481
<b>6. Inventory EOP</b>	<b>23,785.781</b>	<b>16,537.140</b>	<b>.000</b>	<b>7,248.641</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>23,785.781</b>	<b>16,537.140</b>	<b>.000</b>	<b>7,248.641</b>
a. Economic Retention (Memo)	2,457.307	1,916.700	.000	540.608
b. Contingency Retention (Memo)	2,834.273	2,210.733	.000	623.540
c. Potential DOD Reutilization (Memo)	2,092.707	1,632.311	.000	460.395
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>6,631.244</b>	<b>5,172.371</b>	<b>.000</b>	<b>1,458.874</b>

SM-4 CSAG - Supply Division

# **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) 2024 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 233 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). Nearly all peacetime customer orders come from Military Treatment Facilities (MTFs) funded by the Defense Health Program (DHP) appropriation.

In addition to the peacetime program, MDD is also responsible for purchasing and maintaining the 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 to the AF line and funds are collected. WRM inventory accounts for approximately 96% of total MDD inventory at any given time.

### **War Reserve Materiel (WRM) / Direct Appropriation**

The Medical-Dental Division's 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 the 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 the establishment and sustainment of over 3,300 assemblages and Force Health Protection assets for 255 locations that are maintained in the Medical-Dental Division until required to provide direct support to the war fighters.

Approximately one third of WRM pharmaceuticals must be replaced annually because of shelf life or emergence of newer, more effective treatments. Sustainment costs to replace expiring materiel will continue to increase due to additional Unit Type Codes (UTCs) fielded into the WRM inventory, increased number of consumable items with expiration dates and manufacturers reducing the shelf life as new products enter the market. 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. Periodic modernization of WRM ensures clinical and operational relevance of the UTC based on changes in clinical practice guidelines, medical technology, threat and operational environment and operational maneuver concepts.

### **SMAG-R 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 SMAG-R division. SMAG-R ended FY 2022 with a positive AOR of \$661.1 million, an increase of \$245.2 million primarily due to increases in GSD NOR. GSD's FY 2022 \$366.7M NOR variance was caused by Expenses being \$369.0M below plan. \$120.0M of the lower than planned expenses were delayed, but expected to occur in FY 2023. The remaining expenses are driven by lower than planned obligations. While revenue was on plan, the FHP provided \$161M more revenue than parts provided, so obligations were not required to replace those items. The remaining lower than planned obligations and expenses was due to healthy shelf stock not requiring replacement. Revenue increases 11% in FY 2023 driven by inflation and price increases. FY 2023 expenses increase by 20% from FY 2022 driven by inflation and delayed expenses in GSD originally expected in FY 2022. Revenue decreases slightly in FY 2024 primarily due to MDD. MDD peacetime program net sales decrease approximately 14% in FY 2024 due to the initial transition of MTF peacetime operations to Defense Health Agency. SMAG-R AOR and NOR decline by \$145.4 million in FY 2023 and \$137.7 million in FY 2024 as GSD returns profits ending with a deferred AOR of \$267.9 million. The deferred AOR reduces insolvency risk in GSD and the AFWCF overall and allows the program to preserve cash.

Projected FY 2023 Unit Cost Rate (UCR) for SMAG-R is 1.034 and FY 2024 UCR is 1.033, slightly above normal 1.0 goals

due to GSD returning profits.

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 2022	FY 2023	FY 2024
Total Revenue	\$4,295.9	\$4,760.9	\$4,705.1
Total Expenses	\$4,042.7	\$4,906.3	\$4,842.3
Operating Results	\$253.2	(\$145.4)	(\$137.1)
Other Adjustments (WRM)	(\$8.0)	(\$56.5)	(\$58.7)
Net Operating Results	\$245.2	(\$201.9)	(\$195.9)
Non-Recoverable AOR Adjustment	\$0.0	\$0.0	\$0.0
Accumulated Operating Results	\$661.1	\$459.2	\$263.3

#### Cash Management

(\$ Millions)	FY 2022	FY 2023	FY 2024
Disbursements	\$4,034.7	\$4,891.3	\$4,913.5
Collections	\$4,053.0	\$4,940.7	\$4,587.9
Net Transfers	\$0.0	\$0.0	\$0.0
WRM	\$77.5	\$80.4	\$83.6
EOP Cash Balance	\$471.4	\$601.3	\$359.3
Lower Range Target	\$297.8	\$594.6	\$374.6
Upper Range Target	\$669.9	\$878.2	\$684.8

The FY 2022 SMAG-R end of year cash balance is slightly below (\$40.4 million) expectations established in the FY 2023 PB. The FY 2022 cash decrease is due to uncollected GSD payments from the Air Force Depots. The ending cash balance for FY 2023 increases as collections from the Depots were received. FY 2024 decreases from FY 2023 primarily driven by GSD returning profits through negative NOR. FY 2024 EOY cash of \$359.3 million is projected to be \$15.3 million below the lower operating range. The lower operating range is driven by the \$269.9 million GSD deferred AOR. The current plan to bring SMAG-R cash above the lower limit is to transfer cash from other AFWCF divisions as needed.

Price Change to Customer by Division	FY 2022	FY 2023	FY 2024
General Support Division	2.50%	7.04%	9.91%
Medical-Dental	4.41%	5.78%	5.56%
Academy	(3.41%)	2.02%	7.06%
SMAG-Retail	2.96%	6.67%	8.91%

The SMAG-R Customer Price Change is a weighted average of the SMAG-R divisions. The total SMAG-R customer price change in FY 2023 and FY 2024 increases due to expected inflation.

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue Air Force Working Capital Fund Supply Management Activity Group - Retail	Fiscal Year (FY) 2024 Budget Estimates March 2023
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**Supply Management Activity Group - Retail**

	FY2022	FY2023	FY2024
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>			
(1) Air Force			
(a) Aircraft Procurement	.626	(.866)	1.414
(b) Missile Procurement	.002	.000	.001
(c) Other Procurement	.075	.025	.055
(d) Military Construction	.000	.000	.000
(e) Operations & Maintenance - AF	1,386.759	1,288.677	1,312.915
(f) Operations & Maintenance - USSF	.000	10.645	10.712
(g) Operations & Maintenance - AFRC	107.153	118.883	115.404
(h) Operations & Maintenance - ANG	273.858	276.528	247.684
(i) Research & Development - AF	21.268	18.701	20.347
(j) Military Personnel - AF	.000	.000	.000
(k) Reserve Personnel - AF	5.999	.171	1.842
(l) Guard Personnel - ANG	.287	.562	.319
(m) Family Housing	.021	.065	.055
(n) Special Trust Funds	2.133	11.351	7.677
(o) Other Air Force	3.131	(1.391)	.013
Total Air Force	1,801.313	1,723.351	1,718.437
(2) Army	10.854	11.202	11.739
(3) Navy	2.083	1.636	1.025
(4) MAP Grant Aid	.000	.044	.001
(5) Other DOD	964.752	1,427.613	1,248.545
Total DOD excluding WCF	2,779.002	3,163.845	2,979.747
<b>b. Orders From Other Fund Activity Groups</b>			
(1) Other AF Supply Management Activity Groups	.001	.001	.004
(2) Transportation Activity Group - TRANSCOM	113.043	99.023	99.216
(3) Consolidated Sustainment Activity Group (Maintenance Div)	1,412.899	1,460.186	1,544.828
(4) Other WCF Activity Groups	2.454	.008	.007
(5) Commissary, Sur. Coll.	.000	.001	.001
Total Other Fund Activity Groups	1,528.398	1,559.219	1,644.057
<b>c. Grand Total DOD</b>	<b>4,307.399</b>	<b>4,723.064</b>	<b>4,623.804</b>

Fund 11 Supply Management Activity Group - Retail

Source of New Orders and Revenue  
 Fund 11 Air Force Working Capital Fund  
 (Dollars in Millions) Supply Management Activity Group - Retail

Fiscal Year (FY) 2024  
 Budget Estimates  
 March 2023

**Supply Management Activity Group - Retail**

	FY2022	FY2023	FY2024
<b>d. Other Orders</b>			
(1) Other Federal Agencies	2.017	1.817	1.710
(2) Non Federal Agencies	.159	.333	1.394
(3) FMS	5.321	2.826	3.542
<b>Total Other Orders</b>	<b>7.496</b>	<b>4.975</b>	<b>6.646</b>
<b>Total New Orders</b>	<b>4,314.895</b>	<b>4,728.039</b>	<b>4,630.450</b>
<b>2. Carry-In Orders (BOP Backorders)</b>	<b>1,030.888</b>	<b>1,134.610</b>	<b>1,197.211</b>
<b>3. Total Gross Orders</b>	<b>5,345.783</b>	<b>5,862.649</b>	<b>5,827.661</b>
<b>4. Carry-Out Orders (-) (EOP Backorders)</b>	<b>1,134.610</b>	<b>1,197.211</b>	<b>1,221.130</b>
<b>5. Gross Sales (-)</b>	<b>4,281.494</b>	<b>4,733.569</b>	<b>4,676.884</b>
<b>6. Credit Returns (-)</b>	<b>70.323</b>	<b>68.131</b>	<b>70.354</b>
<b>7. Net Sales</b>	<b>4,211.171</b>	<b>4,665.438</b>	<b>4,606.530</b>

Fund 14 (Dollars in Millions)	Supply Management Activity Group - Retail	Revenue and Expenses	Fiscal Year (FY) 2024	
		Air Force Working Capital Fund	Budget Estimates	
		Supply Management Activity Group - Retail	March 2023	
		FY2022	FY2023	FY2024
<b>Revenue:</b>				
Gross Revenue from Sales		4,281.494	4,733.569	4,676.884
Less Credit Returns		70.323	68.131	70.354
Net Revenue from Sales		4,211.171	4,665.438	4,606.530
Other Revenue		7.882	15.000	15.000
Direct Appropriation		76.864	80.448	83.587
<b>Total Net Revenue</b>		<b>4,295.917</b>	<b>4,760.886</b>	<b>4,705.117</b>
<b>Expense:</b>				
Cost of Material Sold Operating Program		3,898.066	4,802.978	4,733.610
Cost of Material Sold WRM		8.141	15.000	15.000
Cost of Material Repair		.000	.000	.000
Subtotal Sales Material Expense		3,906.207	4,817.978	4,748.610
Inventory Losses / Obsolescence (Ops)		10.209	(17.909)	(15.449)
Inventory Losses / Obsolescence (WRM)		67.312	22.596	23.477
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
<b>Subtotal Material Expenses</b>		<b>3,983.728</b>	<b>4,822.666</b>	<b>4,756.639</b>
<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		25.558	38.007	35.465
Transportation of Things Operating Program		22.124	31.571	31.633
Transportation of Things WRM		1.307	1.330	1.382
Capital Investment Depreciation		.000	.000	.000
Printing and Reproduction		.000	.000	.000
Advisory and Assistance Services		.340	.447	.447
Rent, Comm, Utilities and Misc Charges		.992	1.229	1.252
Other Purchased Services		8.688	10.942	15.353
<b>Subtotal Business Operations</b>		<b>59.009</b>	<b>83.611</b>	<b>85.616</b>
<b>Total Expenses</b>		<b>4,042.737</b>	<b>4,906.276</b>	<b>4,842.254</b>

Fund 14 Supply Management Activity Group - Retail

Fund 14 (Dollars in Millions)	Supply Management Activity Group - Retail	Revenue and Expenses	Fiscal Year (FY) 2024
		Air Force Working Capital Fund	Budget Estimates
		Supply Management Activity Group - Retail	March 2023
		FY2022	FY2023
			FY2024
<b>Operating Result</b>		253.180	(145.390)
Less Capital Surcharge		.000	.000
Less Direct Appropriations		(76.864)	(80.448)
Plus Passthroughs or Other Approps (NOR)		.000	.000
Adjustment for Mobilization / WRM NOR		68.879	23.926
Other Changes (NOR)		.000	.000
<b>NET OPERATING RESULT (NOR)</b>		245.195	(201.912)
Prior Year Adjustments (AOR)		.000	.000
Other Changes (AOR)		.000	.000
Plus Prior Year AOR		415.917	661.112
<b>Accumulated Operating Result (AOR)</b>		661.112	459.200
Non-Recoverable Adjustment (AOR)		.000	.000
<b>Accumulated Operating Result for Budget Purposes</b>		661.112	459.200
			263.335

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) 2024  
Budget Estimates  
March 2023

Supply Management Activity Group - Retail

	Net Customer Orders	Net Sales	Operating	Obligation Targets			Total Capital Obligations	Variability Target	Target Total
				WRM Direct Appn <sup>1</sup>	Direct Reimbursables ( <i>Initial Spares</i> )	Total Operating Obligations			
<b><u>FY2022</u></b>									
GSD	3,327.318	3,221.371	3,034.037	.000	.000	3,034.037	.000	400.000	3,434.037
Med/Dent	985.440	987.662	1,010.850	116.991	.000	1,127.840	.000	.000	1,127.840
Academy	2.137	2.137	7.077	.000	.000	7.077	.000	.000	7.077
<b>Total SMAG-Retail</b>	<b>4,314.895</b>	<b>4,211.171</b>	<b>4,051.964</b>	<b>116.991</b>	<b>.000</b>	<b>4,168.954</b>	<b>.000</b>	<b>400.000</b>	<b>4,568.954</b>
<b><u>FY2023</u></b>									
GSD	3,330.279	3,281.508	3,421.352	.000	.000	3,421.352	.000	400.000	3,821.352
Med/Dent	1,386.415	1,372.585	1,395.504	95.448	.000	1,490.952	.000	.000	1,490.952
Academy	11.345	11.345	6.847	.000	.000	6.847	.000	.000	6.847
<b>Total SMAG-Retail</b>	<b>4,728.039</b>	<b>4,665.438</b>	<b>4,823.704</b>	<b>95.448</b>	<b>.000</b>	<b>4,919.152</b>	<b>.000</b>	<b>400.000</b>	<b>5,319.152</b>
<b><u>FY2024</u></b>									
GSD	3,426.468	3,396.525	3,544.753	.000	.000	3,544.753	.000	400.000	3,944.753
Med/Dent	1,196.302	1,202.326	1,204.239	98.587	.000	1,302.826	.000	.000	1,302.826
Academy	7.680	7.680	7.352	.000	.000	7.352	.000	.000	7.352
<b>Total SMAG-Retail</b>	<b>4,630.450</b>	<b>4,606.530</b>	<b>4,756.344</b>	<b>98.587</b>	<b>.000</b>	<b>4,854.931</b>	<b>.000</b>	<b>400.000</b>	<b>5,254.931</b>

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) 2024**  
**Budget Estimates**  
**March 2023**

**Supply Management Activity Group - Retail**

FY2022	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>2,729.450</b>	<b>1,763.345</b>	<b>831.052</b>	<b>135.052</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(14.776)	(14.775)	.000	(.001)
c. Inv Reclassified & Repriced	2,714.674	1,748.570	831.052	135.051
<b>3. Receipts at MAC</b>	<b>3,974.953</b>	<b>3,861.563</b>	<b>113.390</b>	<b>.000</b>
<b>4. Sales at Standard</b>	<b>3,732.793</b>	<b>3,724.652</b>	<b>8.141</b>	<b>.000</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	16.416	17.498	(1.212)	.129
b. Returns from Customers for Credit	1.491	1.478	.000	.013
c. Returns from Customers w/o Credit	469.301	451.122	.353	17.827
d. Returns to Suppliers (-)	(110.389)	(108.687)	(1.699)	(.003)
e. Transfers to Property Disposal (-)	(900.476)	(877.507)	(22.758)	(.212)
f. Issues/Receipts w/o Reimbursement	(47.292)	(54.310)	7.018	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(64.190)	(2.020)	(44.635)	(17.535)
2. Discounts on Returns	(10.293)	(10.293)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	(.308)	(.308)	.000	.000
5. Assembly/Disassembly	(10.633)	(8.373)	(2.261)	.000
6. Physical Inventory Adj	553.134	555.360	(2.223)	(.003)
7. Accounting Adjustments	11.151	20.802	(9.655)	.003
8. Shipment Discrepancies	23.455	23.456	(.001)	.000
9. Other Gains/Losses	(.169)	(.684)	(.170)	.685
10. Strata Transfers	.000	(.094)	(.231)	.325
11. Strata Transfers in Transit	49.553	44.980	4.578	(.005)
12. Other Adjustments - Total	551.700	622.826	(54.597)	(16.529)
h. Total Adjustments	(19.249)	52.420	(72.895)	1.226
<b>6. Inventory EOP</b>	<b>2,937.585</b>	<b>1,937.901</b>	<b>863.407</b>	<b>136.277</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>2,937.585</b>	<b>1,937.901</b>	<b>863.407</b>	<b>136.277</b>
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
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>579.705</b>	<b>515.269</b>	<b>64.437</b>	<b>.000</b>

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) 2024**  
**Budget Estimates**  
**March 2023**

**Supply Management Activity Group - Retail**

FY2023	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>2,937.585</b>	<b>1,937.901</b>	<b>863.407</b>	<b>136.277</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(24.140)	(24.153)	.000	.013
c. Inv Reclassified & Repriced	2,913.445	1,913.748	863.407	136.290
<b>3. Receipts at MAC</b>	<b>4,807.221</b>	<b>4,726.773</b>	<b>80.448</b>	<b>.000</b>
<b>4. Sales at Standard</b>	<b>4,474.412</b>	<b>4,459.412</b>	<b>15.000</b>	<b>.000</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	6.889	5.118	1.771	.000
b. Returns from Customers for Credit	1.541	1.442	.000	.099
c. Returns from Customers w/o Credit	486.027	464.844	.168	21.015
d. Returns to Suppliers (-)	(135.707)	(135.433)	(.142)	(.131)
e. Transfers to Property Disposal (-)	(940.458)	(916.788)	(23.213)	(.457)
f. Issues/Receipts w/o Reimbursement	(29.886)	(34.115)	4.229	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(67.413)	(6.046)	(40.301)	(21.066)
2. Discounts on Returns	(7.278)	(7.278)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(21.329)	(20.065)	(1.244)	(.020)
6. Physical Inventory Adj	451.944	453.510	(1.576)	.010
7. Accounting Adjustments	(119.341)	(87.898)	(31.446)	.003
8. Shipment Discrepancies	38.395	37.145	1.250	.000
9. Other Gains/Losses	(.216)	(.457)	(.189)	.430
10. Strata Transfers	.000	(.523)	.486	.037
11. Strata Transfers in Transit	31.765	13.658	17.602	.505
12. Other Adjustments - Total	306.527	382.046	(55.419)	(20.101)
h. Total Adjustments	(305.067)	(232.886)	(72.605)	.425
<b>6. Inventory EOP</b>	<b>2,941.187</b>	<b>1,948.223</b>	<b>856.249</b>	<b>136.714</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>2,941.187</b>	<b>1,948.223</b>	<b>856.249</b>	<b>136.714</b>
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
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>600.920</b>	<b>534.512</b>	<b>66.409</b>	<b>.000</b>

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) 2024**  
**Budget Estimates**  
**March 2023**

**Supply Management Activity Group - Retail**

FY2024	Total	Demand Based	Mobil	Non-Demand Based
<b>1. Inventory BOP</b>	<b>2,941.187</b>	<b>1,948.223</b>	<b>856.249</b>	<b>136.714</b>
<b>2. BOP Inventory Adjustments</b>				
a. Reclassification Change (Memo)	.000	.000	.000	.000
b. Price Change Amount (Memo)	(24.885)	(24.898)	.000	.012
c. Inv Reclassified & Repriced	2,916.302	1,923.326	856.249	136.727
<b>3. Receipts at MAC</b>	<b>4,743.595</b>	<b>4,645.008</b>	<b>98.587</b>	<b>.000</b>
<b>4. Sales at Standard</b>	<b>4,384.127</b>	<b>4,369.127</b>	<b>15.000</b>	<b>.000</b>
<b>5. Inventory Adjustments</b>				
a. Capitalization + or (-)	6.722	5.019	1.703	.000
b. Returns from Customers for Credit	1.482	1.387	.000	.095
c. Returns from Customers w/o Credit	453.875	433.506	.162	20.207
d. Returns to Suppliers (-)	(120.576)	(120.313)	(.137)	(.126)
e. Transfers to Property Disposal (-)	(937.976)	(915.216)	(22.320)	(.440)
f. Issues/Receipts w/o Reimbursement	(29.479)	(33.545)	4.066	.000
g. Other Adjustments				
1. Destruct, Shrink, Deteriorations, etc.	(64.825)	(5.819)	(38.751)	(20.256)
2. Discounts on Returns	(6.523)	(6.523)	.000	.000
3. Trade-ins	.000	.000	.000	.000
4. Loss from Disaster	.000	.000	.000	.000
5. Assembly/Disassembly	(21.609)	(20.393)	(1.197)	(.019)
6. Physical Inventory Adj	452.393	453.899	(1.515)	.009
7. Accounting Adjustments	(118.809)	(88.576)	(30.237)	.003
8. Shipment Discrepancies	32.358	31.157	1.202	.000
9. Other Gains/Losses	(.208)	(.440)	(.182)	.414
10. Strata Transfers	.000	(.503)	.467	.036
11. Strata Transfers in Transit	10.159	2.364	7.310	.486
12. Other Adjustments - Total	282.936	365.166	(62.903)	(19.328)
h. Total Adjustments	(343.016)	(263.996)	(79.428)	.408
<b>6. Inventory EOP</b>	<b>2,932.754</b>	<b>1,935.211</b>	<b>860.408</b>	<b>137.135</b>
<b>7. Inventory EOP, Revalued (MAC, Discounted)</b>	<b>2,932.754</b>	<b>1,935.211</b>	<b>860.408</b>	<b>137.135</b>
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
<b>8. Inventory on Order Cost EOP (Memo)</b>	<b>594.463</b>	<b>530.608</b>	<b>63.855</b>	<b>.000</b>

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) 2024  
Budget Estimates  
March 2023

**Supply Management Activity Group - Retail****FY2022**

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
1. Inventory BOP @ std	831.052	831.052	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	32.355	32.355	.000
a. Receipts @ std	113.743	113.743	.000
(1). Purchases	113.390	113.390	.000
(2). Returns from customers	.353	.353	.000
b. Issues @ std	(32.598)	(32.598)	.000
(1). Sales	(8.141)	(8.141)	.000
(2). Returns to suppliers	(1.699)	(1.699)	.000
(3). Disposals	(22.758)	(22.758)	.000
c. Adjustments @ std	(48.790)	(48.790)	.000
(1). Capitalizations	(1.212)	(1.212)	.000
(2). Gains and losses	7.018	7.018	.000
(3). Other	(54.597)	(54.597)	.000
Inventory EOP	863.407	863.407	.000

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	77.453
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	39.538
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
<b>Total Request</b>	<b>116.991</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) 2024  
Budget Estimates  
March 2023

**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>863.407</b>	<b>863.407</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>(7.157)</b>	<b>(7.157)</b>	<b>.000</b>
a. Receipts @ std	80.616	80.616	.000
(1). Purchases	80.448	80.448	.000
(2). Returns from customers	.168	.168	.000
b. Issues @ std	(38.355)	(38.355)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.142)	(.142)	.000
(3). Disposals	(23.213)	(23.213)	.000
c. Adjustments @ std	(49.419)	(49.419)	.000
(1). Capitalizations	1.771	1.771	.000
(2). Gains and losses	4.229	4.229	.000
(3). Other	(55.419)	(55.419)	.000
<b>Inventory EOP</b>	<b>856.249</b>	<b>856.249</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>	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	<b>80.448</b>
ii. Prior Year	<b>.000</b>
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	<b>15.000</b>
c. Stock Rotation/Obsolescence	<b>.000</b>
d. Assemble/Disassemble	<b>.000</b>
e. Other	<b>.000</b>
<b>Total Request</b>	<b>95.448</b>

SM-6

(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**Supply Management Activity Group - Retail****FY2024**

<b>STOCKPILE STATUS</b>	<b>Total</b>	<b>WRM Protected</b>	<b>WRM Other</b>
1. Inventory BOP @ std	856.249	856.249	.000
2. Price Change	.000	.000	.000
3. Reclassification	.000	.000	.000
4. Inventory Changes	4.159	4.159	.000
a. Receipts @ std	98.749	98.749	.000
(1). Purchases	98.587	98.587	.000
(2). Returns from customers	.162	.162	.000
b. Issues @ std	(37.457)	(37.457)	.000
(1). Sales	(15.000)	(15.000)	.000
(2). Returns to suppliers	(.137)	(.137)	.000
(3). Disposals	(22.320)	(22.320)	.000
c. Adjustments @ std	(57.133)	(57.133)	.000
(1). Capitalizations	1.703	1.703	.000
(2). Gains and losses	4.066	4.066	.000
(3). Other	(62.903)	(62.903)	.000
Inventory EOP	860.408	860.408	.000

**STOCKPILE COSTS**

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

**WRM BUDGET REQUEST**

1. Obligations @ cost	
a. Additional WRM Investment	
i. Current Year (Direct Appropriation)	83.587
ii. Prior Year	.000
b. Replen/Repair WRM -Reinvest (from Prior Year WRM Sales)	15.000
c. Stock Rotation/Obsolescence	.000
d. Assemble/Disassemble	.000
e. Other	.000
<b>Total Request</b>	<b>98.587</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) 2024 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 National Defense Strategy (NDS) focuses on building a more lethal force, strengthening alliances, and attracting new partners. The success of DoD's power projection capability is contingent on three critical elements of TRANSCOM's organizational warfighting framework: Global Mobility Posture; Global Mobility Capacity; and Global Command, Control, and Integration.

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 \$8.7 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 (SDDC), 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 strategic 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

COST (\$ IN MILLIONS)	FY 2022	FY 2023	FY 2024
AMC	\$5,780	\$6,260	\$6,280
SDDC	\$1,050	\$893	\$948
MSC	\$1,151	\$1,023	\$963
DCD	\$6	\$6	\$7
USTRANSCOM Command Staff	\$432	\$526	\$542
Total	\$8,419	\$8,708	\$8,740

### **FY 2023 changes from the FY 2023 PB to the FY 2024 PB:**

Total USTRANSCOM: Cost increased in FY 2023 by \$604 million, major changes are listed below:

- +\$799 million – Pricing changes (commercial transportation, fuel, aircraft maintenance, general inflation, and pay)
- \$290 million – Customer workload changes
- +\$93 million – Aircraft/Ship maintenance requirements
- +\$2 million – Other

### **Changes from FY 2023 to FY 2024:**

**Total USTRANSCOM:** Cost increased in FY 2024 by \$32 million, major changes are listed below:

- |                |   |
|----------------|---|
| +\$238 million | – Aircraft maintenance requirements   |
| -\$174 million | – Pricing changes (commercial transportation, fuel, aircraft maintenance, general inflation, and pay) |
| -\$99 million  | – Ship maintenance requirements   |
| +\$25 million  | – Customer workload changes   |
| +\$22 million  | – Facility maintenance (Military Ocean Terminal-Sunny Point and AMC ramps, terminals, & hangars)      |
| +\$20 million  | – Other   |

### **Revenue**

REVENUE (\$ IN MILLIONS)	FY 2022	FY 2023	FY 2024
AMC	\$5,533	\$6,558	\$6,355
SDDC	\$1,083	\$845	\$852
MSC	\$1,180	\$1,048	\$945
DCD	\$5	\$6	\$6
USTRANSCOM Command Staff	\$424	\$530	\$479
<b>Total</b>	<b>\$8,225</b>	<b>\$8,987</b>	<b>\$8,637</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 and does 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, plus/minus prior year channel losses/gains. Starting in FY 2024, charter rates are programmed to recover 100% of the cost of military charters.
- Service Level Bills (SLB): Port Readiness and Traffic Management

**Disbursements, Collections, and Net Outlays**

(\$ IN MILLIONS)	FY 2022	FY 2023	FY 2024
Disbursements	\$8,634	\$8,948	\$8,138
Collections	\$8,459	\$9,548	\$8,160
Net Outlays	\$ 175	\$ (600)	\$(22)
Ending Cash Balance	\$346	\$946	\$969
Cash Lower Boundary	\$797	\$942	\$943
Cash Upper Boundary	\$1,457	\$1,628	\$1,569

**FY 2022 USTRANSCOM CASH:** FY 2022 cash decreased from \$521 million to \$346 million. TWCF received \$409 million in Ukraine Supplemental appropriations in the FY 2022 OMNIBUS. FY 2022 cash ended \$451 million below the cash lower boundary.

**FY 2023 USTRANSCOM CASH:** FY 2023 cash is projected to increase from \$346 million to \$946 million due to recouping prior year losses. The cash position assumes ARA collection of \$1,449 million. Ending cash balance is within the lower and upper boundaries.

FY 2024 USTRANSCOM CASH: The FY 2024 cash is projected to increase from \$946 million to \$969 million. The cash position assumes ARA collection of \$1,059 million. USTRANSCOM cash balance is \$25 million above the cash lower boundary.

#### Customer Rate Changes

<b>AMC RATE CHANGES</b>	<b>FY 2024</b>
Channel Passenger	+2.2%
Channel Cargo	+2.2%
SAAM/JETP	+2.1%
Training	+18.1%

<b>MSC RATE CHANGES</b>	<b>FY 2024</b>
Petroleum Tanker ships	+15.0%
Army Afloat Prepositioning	-7.4%
Air Force Afloat Prepositioning	-35.0%
Chartered Cargo	+22.8%

<b>SDDC RATE CHANGES</b>	<b>FY 2024</b>
Port Operations	+33.9%
Liner Ocean Transportation	-14.4%

<b>DCD RATE CHANGES</b>	<b>FY 2024</b>
Pounds Delivered	+3.0%

## 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 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 a cloud environment and include the cost of shifting applications and big data to a cloud environment.

CIP (\$ IN MILLIONS)	FY 2022	FY 2023	FY 2024
Equipment	\$1.1	\$1.7	\$1.3
ADPE and Telecom Equip	\$6.8	\$6.3	\$10.6
Software Development	\$42.5	\$45.3	\$31.6
Minor Construction	\$10.6	\$14.3	\$5.8
Total	\$61.0	\$67.6	\$49.3

## 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 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
Army	203	214	214
Navy	151	154	154
Marine Corps	12	12	12
Air Force	11,755	11,946	11,946
Total Military End Strength	12,121	12,326	12,326
Total Military Work-years	12,122	12,531	12,531

\*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 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>
U.S. Direct Hire	3,575	3,957	4,000
Foreign National Direct Hire	273	287	287
Foreign National Indirect Hire	275	304	304
Total Civilian End Strength	4,123	4,548	4,591

### Civilian Full-Time Equivalents

	FY 2022	FY 2023	FY 2024
U.S. Direct Hire	3,600	3,960	4,003
Foreign National Direct Hire	275	287	287
Foreign National Indirect Hire	275	304	304
Total Civilian FTEs	4,150	4,551	4,594

Fund 2  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2022 Estimated Actuals</b>	\$8,419.0
<b>FY2023 Estimate in President's Budget</b>	\$8,104.0
<b>Estimated Impact in FY2023 Actual</b>	
<b>FY2022 Experience</b>	\$0.0
<b>Pricing Adjustments:</b>	\$799.2
a. FY2023 Pay Raises	(\$0.6)
(1) Civilian Personnel	(\$0.6)
(2) Military Personnel	\$0.0
b. Annualization of Prior Year Pay Raises	\$0.0
(1) Civilian Personnel	\$0.0
(2) Military Personnel	\$0.0
c. Fuel Pricing	\$377.4
d. General Purchase Inflation	\$33.5
e. Depot Level Repairables Changes	(\$1.6)
f. Commercial Transportation Pricing Changes	\$311.8
g. Aircraft Maintenance Price changes	\$78.7
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	\$0.0
a. Headquarters Reductions	\$0.0
<b>Program Changes:</b>	(\$195.3)
a. Aircraft Maintenance Changes	\$44.8
b. Other	\$11.2
c. Workload Changes	(\$289.4)
d. Ship Maintenance Changes	\$47.7
e. Container Detention changes	\$0.0
f. Facility Maintenance	(\$9.6)
g. Command Initiatives	\$0.0
<b>FY2023 Current Estimate</b>	<b>\$8,707.9</b>

Fund 2 United States Transportation Command

Fund 2  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

	<b>Expenses</b>
<b>FY2023 Current Estimate</b>	<b>\$8,707.9</b>
<b>Pricing Adjustments:</b>	(\$173.8)
a. FY2024 Pay Raises	\$23.3
(1) Civilian Personnel	\$21.2
(2) Military Personnel	\$2.1
b. Annualization of Prior Year Pay Raises	\$4.3
(1) Civilian Personnel	\$4.2
(2) Military Personnel	\$0.1
c. General Purchase Inflation	\$27.6
d. Aircraft Maintenance Changes	\$29.0
e. Commercial Transportation Pricing Changes	(\$108.0)
f. Depot Level Repairables Changes	(\$7.2)
g. Fuel Pricing	(\$142.8)
<b>Productivity Initiatives &amp; Other Efficiencies:</b>	\$0.0
a. Fuel Efficiencies due to Information Technology Initiatives	\$0.0
b. Fuel Efficiencies due to Policy	\$0.0
c. Cost Efficiencies	\$0.0
d. Headquarters Reductions	\$0.0
<b>Program Changes:</b>	\$205.9
a. Other	\$44.1
b. Aircraft Maintenance Changes	\$238.1
c. Workload Changes	\$25.2
d. Ship Maintenance Changes	(\$99.5)
e. Facility Maintenance	\$22.5
f. Command Initiatives	(\$24.5)
<b>FY2024 Estimate</b>	<b>\$8,740.0</b>

Fund 2 United States Transportation Command

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue	Fiscal Year (FY) 2024
	Air Force Working Capital Fund	Budget Estimates
	Transportation Working Capital Fund (TWCF)	March 2023

**United States Transportation Command**

	FY2022	FY2023	FY2024
<b>1. New Orders</b>			
<b>a. Orders From DOD Components:</b>	<b>6,973.9</b>	<b>7,708.3</b>	<b>7,372.5</b>
Total Air Force	3,528.1	4,746.1	4,531.6
Military Personnel	93.5	98.5	94.4
Aircraft Procurement	.2	.3	.1
Missile Procurement	.1	.0	.0
Other Procurement	14.2	8.5	8.9
Operations & Maintenance	3,211.3	4,335.9	4,066.7
Operations & Maintenance - ANG	2.0	1.1	1.3
Operations and Maintenance - AFRES	194.4	288.5	347.3
RDT&E	3.7	3.5	3.6
Other	8.3	9.8	9.2
Army	1,869.3	1,723.0	1,691.0
Military Personnel	87.4	84.3	82.8
Aircraft Procurement	.3	.4	.4
Missile Procurement	.0	.0	.0
Other Procurement	3.3	9.0	7.7
AAFES	5.8	42.0	40.1
Operations and Maintenance	1,723.8	1,532.7	1,508.2
NG, O&M	14.7	18.1	18.1
Army Reserve	4.5	5.5	5.6
RDT&E	14.6	16.0	13.8
Other	14.9	15.0	14.3
Navy	697.4	621.2	520.5
Military Personnel	74.2	81.7	80.4
Aircraft Procurement	.2	.0	.0
NEXCOM	.0	.0	.0
Operations and Maintenance	378.9	378.9	371.2
NG, O&M	.0	.0	.0
NDSF	208.4	120.3	25.1
RDT&E	1.2	1.3	1.3
Other	34.5	39.0	42.5

Fund 11 United States Transportation Command

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue Air Force Working Capital Fund Transportation Working Capital Fund (TWCF)	Fiscal Year (FY) 2024 Budget Estimates March 2023
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**United States Transportation Command**

	FY2022	FY2023	FY2024
<b>Marine Corps</b>	<b>198.2</b>	<b>158.0</b>	<b>161.9</b>
<b>Military Personnel</b>	13.1	20.3	19.3
<b>MCEX</b>	.0	.0	.0
<b>Operations and Maintenance</b>	184.7	137.2	142.4
<b>Other</b>	.4	.5	.2
<b>Coast Guard</b>	<b>1.2</b>	<b>2.1</b>	<b>1.6</b>
<b>Military Personnel</b>	1.2	2.1	1.6
<b>Space Force</b>	<b>5.5</b>	<b>7.8</b>	<b>7.8</b>
<b>Operations and Maintenance</b>	4.4	6.1	6.2
<b>Procurement</b>	.8	1.3	1.3
<b>RDT&amp;E</b>	.3	.4	.3
<b>OSD</b>	<b>674.2</b>	<b>450.1</b>	<b>458.1</b>
<b>Operations and Maintenance</b>	671.8	446.7	455.5
<b>JCS</b>	33.3	99.7	107.1
<b>SOCOM</b>	345.0	264.2	259.7
<b>Health Affairs</b>	.0	.0	.0
<b>NSA</b>	1.8	.5	2.9
<b>DIA</b>	.0	.0	.0
<b>DMA</b>	.0	.0	.0
<b>Other</b>	291.7	82.3	85.8
<b>DLA (Non-WCF)</b>	.0	.0	.0
<b>DTS-PMO</b>	.0	.0	.0
<b>DSCA</b>	.0	.0	.0
<b>Procurement</b>	.4	.2	.2
<b>Other</b>	2.0	3.2	2.4
<b>b. Orders From Other Fund Activity Groups</b>	<b>1,056.6</b>	<b>1,058.8</b>	<b>1,050.6</b>
<b>DECA</b>	7.7	5.3	5.2
<b>DLA</b>	480.5	455.3	469.9
<b>Other Orders</b>	568.4	598.2	575.5

Fund 11 United States Transportation Command

Fund 11 (Dollars in Millions)	Source of New Orders and Revenue	Fiscal Year (FY) 2024
	Air Force Working Capital Fund	Budget Estimates
	Transportation Working Capital Fund (TWCF)	March 2023

**United States Transportation Command**

	FY2022	FY2023	FY2024
<b>c. Total DOD</b>	<b>8,030.5</b>	<b>8,767.1</b>	<b>8,423.1</b>
<b>d. Other Orders</b>	<b>194.3</b>	<b>219.4</b>	<b>214.0</b>
Other Federal Agencies	61.0	80.4	82.5
Trust Fund	.0	.0	.0
Non Federal Agencies	22.8	29.5	31.9
Foreign Military Sales	110.5	109.5	99.6
<b>Total New Orders</b>	<b>8,224.8</b>	<b>8,986.5</b>	<b>8,637.1</b>
<b>2. Carry-In Orders</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>3. Total Gross Orders</b>	<b>8,224.8</b>	<b>8,986.5</b>	<b>8,637.1</b>
<b>4. Funded Carryover</b>	<b>.0</b>	<b>.0</b>	<b>.0</b>
<b>5. Total Gross Sales</b>	<b>8,224.8</b>	<b>8,986.5</b>	<b>8,637.1</b>

Fund 14  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>
<b>Revenue</b>			
Gross Sales	8,224.8	8,986.5	8,637.1
Operations	8,192.6	8,933.3	8,594.1
Capital Surcharge	.0	.0	.0
Cash Surcharge	.0	.0	.0
Depreciation excluding Maj Const	32.2	53.2	43.0
Major Construction Depreciation	.0	.0	.0
Other Income	.0	.0	.0
Refunds/Discounts(-)	.0	.0	.0
<b>Total Income:</b>	<b>8,224.8</b>	<b>8,986.5</b>	<b>8,637.1</b>
<b>Expenses:</b>			
<b>Salaries and Wages:</b>			
Military Personnel Compensation & Benefits	46.7	46.3	48.8
Civilian Personnel Compensation & Benefits	468.9	508.9	545.9
Travel and Transportation of Personnel	92.0	86.3	90.9
Materials and Supplies (For internal operations)	1,367.9	1,683.2	1,551.7
Equipment	6.9	6.9	5.5
Other Purchases from Revolving Funds	167.1	310.2	602.3
Transportation of Things	4,179.8	3,590.1	3,518.1
Depreciation - Capital	32.2	53.2	43.0
Printing and Reproduction	.0	.6	.6
Advisory and Assistance Services	52.1	45.4	41.0
Rent, Comm, Utilities and Misc Charges	35.3	50.8	52.4
Other Purchased Services	1,970.1	2,326.0	2,239.8
<b>Total Expenses</b>	<b>8,419.0</b>	<b>8,707.9</b>	<b>8,740.0</b>
<b>Operating Result</b>	<b>(194.2)</b>	<b>278.6</b>	<b>(102.9)</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>(194.2)</b>	<b>278.6</b>	<b>(102.9)</b>
Beginning AOR	114.2	(80.0)	198.6
Prior Year Adjustments	.0	.0	.0
Other Changes Affecting AOR	.0	.0	.0
<b>Accumulated Operating Result</b>	<b>(80.0)</b>	<b>198.6</b>	<b>95.7</b>
Non-Recoverable Adjustment Impacting AOR	.0	.0	.0
<b>Accumulated Operating Result for Budget Purposes</b>	<b>(80.0)</b>	<b>198.6</b>	<b>95.7</b>

Fund 15  
(Dollars in Millions)

Fuel Data  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

FY2022	PROCURED FROM DESC			PROCURED BY SERVICE			FY24 PB
	PRODUCT	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)
<b>DIRECT FUEL DATA</b>							
MOGAS: Unleaded (Direct)	0.0112	143.40	1.6	0.0007	143.40	0.1	
JP-5	0.1389	139.70	19.4	0.0000	0.00	0.0	
JP-8	6.1839	138.44	856.1	0.0000	0.00	0.0	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.0	0.0000	0.00	0.0	
Distillates	0.4983	139.28	69.4	0.0000	0.00	0.0	
Diesel (Generic)	0.0022	135.35	0.3	0.0000	135.35	0.0	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.5431	157.24	85.4	
Bunker (Marine)	0.0161	142.64	2.3	0.0000	0.00	0.0	
Bunker (Intermediate)	0.6132	104.69	64.2	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0691	169.42	11.7	
<b>TOTAL</b>	<b>7.4638</b>		<b>1013.3</b>	<b>0.6129</b>		<b>97.2</b>	<b>1110.5</b>
<b>COMMERCIAL AUG FUEL DATA</b>							
JP-8	1.8838	138.44	260.8	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	1.7871	157.24	281.0	
<b>TOTAL</b>	<b>1.8838</b>		<b>260.8</b>	<b>1.7871</b>		<b>281.0</b>	<b>541.8</b>
<b>MILITARY AUG FUEL DATA</b>							
JP-8	2.0001	138.44	276.9	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.2627	157.24	41.3	
<b>TOTAL</b>	<b>2.0001</b>		<b>276.9</b>	<b>0.2627</b>		<b>41.3</b>	<b>318.2</b>
<b>TOTAL FUEL DATA</b>							
MOGAS: Unleaded	0.0112	143.40	1.6	0.0007	143.40	0.1	
JP-5	0.1389	139.70	19.4	0.0000	0.00	0.0	
JP-8	10.0678	138.44	1393.8	0.0000	0.00	0.0	
Distillates	0.4983	139.28	69.4	0.0000	0.00	0.0	
Diesel (Generic)	0.0022	135.35	0.3	0.0000	135.35	0.0	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	2.5929	157.24	407.7	
Bunker (Marine)	0.0161	142.64	2.3	0.0000	0.00	0.0	
Bunker (Intermediate)	0.6132	104.69	64.2	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0691	183.66	11.7	
<b>TOTAL</b>	<b>11.3477</b>		<b>1551.0</b>	<b>2.6627</b>		<b>419.5</b>	<b>1970.5</b>

Fund 15  
(Dollars in Millions)

Fuel Data  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

FY2023	PROCURED FROM DESC			PROCURED BY SERVICE			FY24 PB
	PRODUCT	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)
<b>DIRECT FUEL DATA</b>							
MOGAS: Unleaded (Direct)	0.0162	173.04	2.8	0.0006	173.04	0.1	
JP-5	0.1450	168.28	24.4	0.0000	0.00	0.0	
JP-8	6.3280	167.02	1056.9	0.0000	0.00	0.0	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.0	0.0000	0.00	0.0	
Distillates	0.7119	167.86	119.5	0.0000	0.00	0.0	
Diesel (Generic)	0.0067	163.52	1.1	0.0006	163.52	0.1	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.7064	189.70	134.0	
Bunker (Marine)	0.0239	171.22	4.1	0.0000	0.00	0.0	
Bunker (Intermediate)	0.2360	126.28	29.8	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0821	204.68	16.8	
<b>TOTAL</b>	<b>7.4677</b>		<b>1238.6</b>	<b>0.7897</b>		<b>151.0</b>	<b>1389.6</b>
<b>COMMERCIAL AUG FUEL DATA</b>							
JP-8	1.8974	167.02	316.9	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	1.4839	189.70	281.5	
<b>TOTAL</b>	<b>1.8974</b>		<b>316.9</b>	<b>1.4839</b>		<b>281.5</b>	<b>598.4</b>
<b>MILITARY AUG FUEL DATA</b>							
JP-8	2.1453	167.02	358.3	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.2820	189.70	53.5	
<b>TOTAL</b>	<b>2.1453</b>		<b>358.3</b>	<b>0.2820</b>		<b>53.5</b>	<b>411.8</b>
<b>TOTAL FUEL DATA</b>							
MOGAS: Unleaded	0.0162	173.04	2.8	0.0006	173.04	0.1	
JP-5	0.1450	168.28	24.4	0.0000	0.00	0.0	
JP-8	10.3707	167.02	1732.1	0.0000	0.00	0.0	
Distillates	0.7119	167.86	119.5	0.0000	0.00	0.0	
Diesel (Generic)	0.0067	163.52	1.1	0.0006	163.52	0.1	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	2.4723	189.70	469.0	
Bunker (Marine)	0.0239	171.22	4.1	0.0000	0.00	0.0	
Bunker (Intermediate)	0.2360	126.28	29.8	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0821	146.58	16.8	
<b>TOTAL</b>	<b>11.5104</b>		<b>1913.8</b>	<b>2.5556</b>		<b>486.0</b>	<b>2399.8</b>

Fund 15  
(Dollars in Millions)

Fuel Data  
Air Force Working Capital Fund  
Transportation Working Capital Fund (TWCF)

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

FY2024	PROCURED FROM DESC			PROCURED BY SERVICE			FY24 PB
	PRODUCT	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)	BARRELS (millions)	COST PER BARREL (\$)	EXTENDED PRICE (\$ millions)
<b>DIRECT FUEL DATA</b>							
MOGAS: Unleaded (Direct)	0.0169	153.30	2.6	0.0007	153.30	0.1	
JP-5	0.1455	149.10	21.7	0.0000	0.00	0.0	
JP-8	6.3494	147.84	938.7	0.0000	0.00	0.0	
JP-8 NF Fuel (EEIC 693)	0.0000	0.00	0.0	0.0000	0.00	0.0	
Distillates	0.7143	148.68	106.2	0.0000	0.00	0.0	
Diesel (Generic)	0.0055	144.48	0.8	0.0007	144.48	0.1	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.7089	168.00	119.1	
Bunker (Marine)	0.0283	152.04	4.3	0.0000	0.00	0.0	
Bunker (Intermediate)	0.2444	111.72	27.3	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0823	181.02	14.9	
<b>TOTAL</b>	<b>7.5043</b>		<b>1101.6</b>	<b>0.7926</b>		<b>134.2</b>	<b>1235.8</b>
<b>COMMERCIAL AUG FUEL DATA</b>							
JP-8	1.9399	147.84	286.8	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	1.5149	168.00	254.5	
<b>TOTAL</b>	<b>1.9399</b>		<b>286.8</b>	<b>1.5149</b>		<b>254.5</b>	<b>541.3</b>
<b>MILITARY AUG FUEL DATA</b>							
JP-8	1.8331	147.84	271.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	0.2411	168.00	40.5	
<b>TOTAL</b>	<b>1.8331</b>		<b>271.0</b>	<b>0.2411</b>		<b>40.5</b>	<b>311.5</b>
<b>TOTAL FUEL DATA</b>							
MOGAS: Unleaded	0.0169	153.30	2.6	0.0007	153.30	0.1	
JP-5	0.1455	149.10	21.7	0.0000	0.00	0.0	
JP-8	10.1224	147.84	1496.5	0.0000	0.00	0.0	
Distillates	0.7143	148.68	106.2	0.0000	0.00	0.0	
Diesel (Generic)	0.0055	144.48	0.8	0.0007	144.48	0.1	
Residuals	0.0000	0.00	0.0	0.0000	0.00	0.0	
Into Plane Jet Fuel	0.0000	0.00	0.0	2.4649	168.00	414.1	
Bunker (Marine)	0.0283	152.04	4.3	0.0000	0.00	0.0	
Bunker (Intermediate)	0.2444	111.72	27.3	0.0000	0.00	0.0	
Local Purchase Jet Fuel	0.0000	0.00	0.0	0.0823	181.02	14.9	
<b>TOTAL</b>	<b>11.2773</b>		<b>1659.4</b>	<b>2.5486</b>		<b>429.2</b>	<b>2088.6</b>

# ***AIR FORCE WORKING CAPITAL FUND***



**U.S. AIR FORCE**

***CAPITAL BUDGET***

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Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**CSAG**

Line Number	Item Description	FY2022		FY2023		FY2024	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	<b>EQUIPMENT</b>	40	119.396	38	169.572	34	198.757
	Maintenance Division	40	119.396	38	169.572	34	198.757
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>ADPE &amp; TELECOM</b>	1	8.201	1	0.759	1	0.600
	Maintenance Division	1	8.201	1	0.759	1	0.600
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>SOFTWARE DEVELOPMENT</b>	2	18.313	3	22.906	3	59.880
	Maintenance Division	2	18.313	3	22.906	3	59.880
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>MINOR CONSTRUCTION</b>	8	17.813	10	31.279	1	1.183
	Maintenance Division	8	17.813	10	31.279	1	1.183
	Supply Division	0	0.000	0	0.000	0	0.000
	<b>TOTAL</b>	51	163.723	52	224.517	39	260.420
	Capital Outlays (above threshold)		170.420		192.705		228.261
	Capital Outlays (below threshold)		0.000		0.000		0.000
	Total Capital Outlays		170.420		192.705		228.261
	Total Depreciation Expense		165.063		232.795		268.739

Fund 9A CSAG

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Depot Maintenance			Line No. & Item Description EQUIPMENT.					Activity Identification HQ AFMC		
Element of Cost	FY2022			FY2023			FY2024			
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	
A. Equipment	1	119,395.6	119,395.6	1	169,572.1	169,572.1	1	198,757.4	198,757.4	
Total	1	119,395.6	119,395.6	1	169,572.1	169,572.1	1	198,757.4	198,757.4	

Narrative Justification:

Description

This capability represents an array of capital equipment investment requirements that aligns with the overall Air Force strategic objectives for sustaining depot facilities and equipment. Projects are in direct support of Aircraft, Missiles, Engines, 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.

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

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.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Depot Maintenance			Line No. & Item Description ADPE & TELECOM					Activity Identification HQ AFMC		
Element of Cost	FY2022			FY2023			FY2024			
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	
B. ADPE/Telecomm	2	8,201.0	8,201.0	1	758.7	758.7	1	600.0	600.0	
Total	2	8,201.0	8,201.0	1	758.7	758.7	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.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Depot Maintenance			Line No. & Item Description SOFTWARE DEVELOPMENT				Activity Identification HQ AFMC		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	1	18,313.0	18,313.0	1	22,906.4	22,906.4	1	59,880.0	59,880.0
Total	1	18,313.0	18,313.0	1	22,906.4	22,906.4	1	59,880.0	59,880.0

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. In FY2024, increase of \$35M for MROi development budget controls have been realigned from Research, Development, Test & Evaluation (RDT&E) Program Element (PE) 0708055F Project 675329 to Department of Air Force (DAF) Working Capital Fund (WCF) Capital Investment Program (CIP).

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.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Depot Maintenance		Line No. & Item Description MINOR CONSTRUCTION					Activity Identification HQ AFMC		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	1	17,813.4	17,813.4	1	31,279.3	31,279.3	1	1,182.8	1,182.8
Total	1	17,813.4	17,813.4	1	31,279.3	31,279.3	1	1,182.8	1,182.8

Narrative Justification:

Description

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.

Economic Analysis

An Economic Analysis was completed and is on file. EA waiver was obtained for the Ramp Expansion (MC) and temporary Fabric Hangars (WSS).

Impact

If facilities are not properly maintained or modernized based upon required depot workload, there will be work stoppages along with safety and security issues which affects weapon system availability. The minor construction that is required for new equipment setup will not be in place, thus severely impacting the depots' ability to efficiently provide repair services and meet warfighter requirements. The B-52 fleet will undergo a major modernization effort in conjunction with PDM starting in FY25 requiring additional dock space at OC-ALC. Current dock and ramp constraints are inadequate to support B-52 modernization efforts stressing the need for an expansion of the Ramp (Minor Construction) and the procurement of temporary Fabric Hangars (WSS).

Fund 9C (Dollars in Millions)	Activity Group Capital Investment Justification Air Force Working Capital Fund Consolidated Sustainment Activity Group (CSAG)	Fiscal Year (FY) 2024 Budget Estimates March 2023
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**CSAG - Maintenance Division**

Major Category	Initial Request	Current Proj Cost	Approved Change Explanation
<b>Non-ADPE</b>	121.103	119.396	-1.708
<b>ADPE and Telcom</b>	6.800	8.201	1.401
<b>Software Development</b>	17.613	18.313	0.700
<b>Minor Construction</b>	18.563	17.813	-0.750
 <b>Total FY2022</b>	 164.079	 163.723	 -0.356
<b>Non-ADPE</b>	169.572	169.572	0.000
<b>ADPE and Telcom</b>	0.759	0.759	0.000
<b>Software Development</b>	22.906	22.906	0.000
<b>Minor Construction</b>	31.279	31.279	0.000
 <b>Total FY2023</b>	 224.517	 224.517	 0.000
<b>Non-ADPE</b>	198.757	198.757	0.000
<b>ADPE and Telcom</b>	0.600	0.600	0.000
<b>Software Development</b>	59.880	59.880	0.000
<b>Minor Construction</b>	1.183	1.183	0.000
 <b>Total FY2024</b>	 260.420	 260.420	 0.000

Fund 9C CSAG - Maintenance Division

Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

Line Number	Item Description	FY2022		FY2023		FY2024	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
A.	Equipment			1.1		0.5	
	Equipment-AMC			0.0		1.2	
	Equipment-SDDC			1.1		1.7	
	Subtotal						0.5
B.	ADPE/Telecomm			0.0		0.0	
	Agile Trans for the 21st Century (AT21)			1.5		2.1	
	Local Area Network (USTRANSCOM LAN)			5.2		4.2	
	USTRANSCOM Distributive Enclave (USTC DE)			0.0		0.0	
	618 Air Operations Center (618AOC)			6.7		6.3	
	Subtotal						0.5
							10.6
C.	Software Development			8.5		9.2	
	Analysis of Mobility Platform (AMP)			0.1		0.0	
	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)			13.7		14.3	
	Defense Personal Property System (DPS)			0.0		0.6	
	Joint Mobility Control Group (JMCG-C4S)			8.8		9.1	
	Consolidated Air Mobility Planning System (CAMPS)			0.0		1.0	
	Global Air Transportation Execution System (GATES)			0.8		0.0	
	Mobility Enterprise Information Services (MEIS)			5.3		4.7	
	Dynamic Mission Replanning (DMR)			4.7		4.9	
	Integrated Booking System (IBS)						

Fund 9A United States Transportation Command

Fund 9A  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

**United States Transportation Command**

Line Number	Item Description	FY2022		FY2023		FY2024	
		Quantity	Total Cost	Quantity	Total Cost	Quantity	Total Cost
	Transportation Financial Management System (TFMS)		0.6		1.6		2.1
	Subtotal		42.5		45.3		31.6
D.	Minor Construction		6.6		7.9		4.9
	Minor Construction-AMC		4.0		6.4		1.0
	Minor Construction-SDDC						
	Subtotal		10.6		14.3		5.9
	GRAND TOTAL		61.0		67.6		49.3
	Capital Outlays (above threshold)		50.7		55.7		48.3
	Capital Outlays (below threshold)		0.0		0.0		0.0
	Total Capital Outlays		50.7		55.7		48.3
	Total Depreciation Expense		32.2		53.2		43.0

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Air Mobility Command			Line No. & Item Description Equipment-AMC				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	1,080.0	1,080.0	0	500.0	500.0	0	500.0	500.0
Total	0	1,080.0	1,080.0	0	500.0	500.0	0	500.0	500.0

Narrative Justification:

Description

Funds are used to support Base Procured Investment Equipment for flight line maintenance.

Mission Benefits

Funds allow for the procurement of one time purchases to replace/procure new equipment.

Deliverables

Will be based on requirements approved for replacement or procurement of new equipment.

Economic Analysis

Economic Analysis (EA) or Cost Analysis (CA) are completed for individual projects that qualify.

Impact

Without these funds, wings would not be able to procure needed replacement items. These funds are required to support one-time requirements for equipment that is becoming obsolete and logically unsupportable. With a certified EA, it is verified that these capital items meet requirements as a replacement item and result in improved efficiency and capability.

Software

Not Applicable

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Equipment-SDDC				Activity Identification SDDC		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
A. Equipment	0	0.0	0.0	0	1,200.0	1,200.0	0	820.0	820.0
Total	0	0.0	0.0	0	1,200.0	1,200.0	0	820.0	820.0

Narrative Justification:  
Description  
The Military Ocean Terminal Sunny Point (MOTSU) is the premier Department of Defense (DOD) ammunition terminal and is considered a vital part of the strategic Continental United States (CONUS) power projection platform supporting warfighting Commanders (CDRs) around the world. It is relied upon to maintain a high optempo consisting of ammunition resupply missions and Preposition Operations (prep).  
Mission Benefits  
Various types and categories of equipment are needed for operations and safety. Equipment is scheduled for periodic replacement as service lives are reached and equipment becomes uneconomical to repair.  
Deliverables  
FY23: Rail Spike Puller (MOTSU) and fuel truck (qty 2) (MOTSU) FY24: Rail Lifter and Spike Driver (MOTSU)  
Economic Analysis  
Economic Analysis (EA) are completed for individual projects that qualify.  
Impact  
Failure to fund will adversely impact Surface Deployment and Distribution Commands (SDDCs) ability to meet safety standards and support the warfighters.  
Software  
Not Applicable.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force USTRANSCOM Command Staff		Line No. & Item Description Analysis of Mobility Platform (AMP)					Activity Identification Command Staff		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	8,540.0	8,540.0	0	9,188.0	9,188.0	0	7,732.0	7,732.0
Total	0	8,540.0	8,540.0	0	9,188.0	9,188.0	0	7,732.0	7,732.0
Narrative Justification:									
Description									
AMP is an end-to-end modeling and simulation environment which supports joint collaborative programmatic analysis, planning execution analysis, experimental planning, execution analysis and peacetime operations. AMP allows mobility analysts to provide multi-level detailed analyses to support Department of Defense (DoD) mobility analytical studies. AMP serves as a platform to support futuristic programmatic studies and analyses such as mobility requirements studies and quadrennial defense reviews; it also has implications for component and Combatant Command (CCMD) planners and area of responsibility Directors of Mobility Forces (DIRMOBFOR). The current shortcomings in the AMP modeling and simulation capabilities include a lack of efficient communication between models and heuristic based optimization. Capabilities include: (1) integration of a more fault-tolerant (robust) optimization network design and scheduling; (2) greater fidelity in the representation of the Joint Deployment Distribution Enterprise (JDDE) in support of DoD's analytic agenda and other programmatic analysis responsibilities; and (3) development of the capacity and ability to rapidly assess transportation courses of action in support of USTRANSCOM's operational applications.									
Mission Benefits									
This modeling and simulation federation provides integrated, authoritative modeling, simulation, stochastic optimization, and analysis tools for effective and efficient warfighter power projection and sustained long range planning. Modeling enhancements of Intermodal Operations, Ammunition Distribution, Inland Waterways Routing, Petroleum, Oil, and Lubricant (POL) terminals, and improved routing schedule will support DoD's analytic agenda for current and future programmatic studies. These modeling enhancements will provide greater insight and modeling detail in evaluating deployment and distribution resource requirements to support National Command Authority (NCA) planning initiatives. These benefits directly support the CCMDs, DIRMOBFOR, and mobility planners. Increased fidelity of the programmatic analysis modeling capability providing highly reliable and detailed decision-support information to enable senior departmental leadership in making informed decisions for mobility and distribution capabilities in supporting the national military strategy.									
Deliverables									
FY23 deliverables will be focused on enhancing the AMP program's output usability while preparing for migration to the cloud, as well as development of AMP-TFA. Specifically: ETEM IV RDT&E (Improved Tanker Scheduling, Improved Routing), ETEM IV Transition (MIT LL Scenario Generation, Improved Tanker Scheduling, Improved Routing), AMP Reports ETEM V Refactor, Removing Old Input and Output Data to only use ETEM V Data, Enhancing ETEM V Analytic Tables, ETEM VI Transition, TFA Year 3 (Report Enhancements, Concurrent Editing, TPFDD Editing Functions, Modeling and Analysis, Airlift/Sealift/Surface Operations, Sustainment) FY24 deliverables will be focused on code modernization, web enablement, and migration to the cloud of the AMP program, specifically: Merge Theater and Strategic Planner, Decouple the Planner/Scheduler/Simulation, Design a user interface to populate TPFDDs capable of transitioning from detailed to high level modeling, Costing Enhancements									
Economic Analysis									
TCJ8-PC-262-001-Addendum 1 Signed 5 Oct 2017. Economic Analysis will be updated with Addendum 2 to incorporate changes since last update. An addendum for Airlift 2.0 was completed dated April 2016.									
Impact									
Without this investment, United States Transportation Command (USTRANSCOM) will be unable to provide a Modeling and Simulation environment of interoperable, collaborative models and execution systems capable of providing accurate and consistent answers at the required breadth and depth of the Defense Transportation System (DTS) problem space. Without this investment, the integration of essential elements of analysis into a homogeneous, seamless, all-inclusive environment that ultimately represents the JDDE to the most effective and efficient level of fidelity possible is negatively impacted.									
Software									
No license fees are associated with this investment.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	8,812.0	8,812.0	0	9,103.0	9,103.0	0	3,815.0	3,815.0
Total	0	8,812.0	8,812.0	0	9,103.0	9,103.0	0	3,815.0	3,815.0
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-FY24: 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.									

Fund 9B United States Transportation Command

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	120.0	120.0	0	0.0	0.0	0	0.0	0.0
Total	0	120.0	120.0	0	0.0	0.0	0	0.0	0.0
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 FY22: Capital Software will provide design and engineering support of the overall USTRANSCOM cloud environment that includes strategic planning, architecture development, DevSecOps strategy, technical strategy, and enterprise systems engineering.									
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.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Defense Personal Property System (DPS)				Activity Identification Command Staff		
Element of Cost	FY2022			FY2023			FY2024		
	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	14,294.0	14,294.0	0	11,993.0	11,993.0
Total	0	13,731.0	13,731.0	0	14,294.0	14,294.0	0	11,993.0	11,993.0
Narrative Justification:									
Description									
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.									
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.									
Mission Benefits									
DPS supports about 400,000 shipments of house hold goods each year worldwide. Sustainment of the automated features for this mission must be responsibly managed. Multi year development time and disciplined transition to the modern environment is essential to ensure uninterrupted support of permanent change of station moves in all DoD components, to include USCG.									
Deliverables									
FY23: For DPS Increment IV (MilMove): Complete CONUS move capability minimum viable product, Fully integrate with Global Household Goods prime contractor, Complete OCONUS move capability minimum viable product, Begin transitioning customers from DPS Increment III to DPS Increment IV (MilMove); DPS Sustainment CAT I - Level I - Complete trouble tickets and maintain operations of Legacy system									
FY24: For DPS Increment IV (MilMove): Complete Global Privately Owned Vehicle Contract support minimum viable product, Complete Non-temp Storage Contract support minimum viable product, Finish transition of all CONUS and OCONUS household goods move customers									
Economic Analysis									
The DPS Economic Analysis, certified July 2018, recommended the continued development of a personal property prototype (Alternative 2). This alternative is less expensive than the Status Quo of continuing to maintain and develop the current legacy DPS Increment 3 system because Increment 4 provides significantly more qualitative benefits in customer support, scalability, security, compliance, and productivity improvements leading to the most favorable cost to benefit ratio.									
Impact									
Without this capital funding, the DPS program management office will not be able to continue developing and adding capability to DPS Increment 4 and will delay associated user and security improvements. Subsuming of DPS Increment 3 and associated sunset will be delayed and increase overall costs and increase risks of system failure and disruption of permanent change of station support.									
Software									
No Capital licensing fees									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	5,236.0	5,236.0	0	4,186.0	4,186.0	0	7,933.0	7,933.0
Total	0	5,236.0	5,236.0	0	4,186.0	4,186.0	0	7,933.0	7,933.0
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). 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 USTC DE are Mission Assurance Category (MAC) I systems and are National Security Systems.									
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									
FY22 thru FY24 - 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.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	5,315.0	5,315.0	0	4,696.0	4,696.0	0	0.0	0.0
Total	0	5,315.0	5,315.0	0	4,696.0	4,696.0	0	0.0	0.0
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.								

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
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Department of the Air Force Air Mobility Command			Line No. & Item Description Global Air Transportation Execution System (GATES)				Activity Identification HQ AMC, Scott AFB IL		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	1,021.0	1,021.0	0	1,058.0	1,058.0
Total	0	0.0	0.0	0	1,021.0	1,021.0	0	1,058.0	1,058.0
Narrative Justification:									
Description	Capital funding required to meet modernization efforts to the Aerial Port of the Future (APOF) requirements.								
Mission Benefits									
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-FY24: Support fact of life changes for GATES System Administration, Database Administration, Cyber Security, and Helpdesk functionality, Sustain GATES application through periodic upgrades and daily operation & maintenance in direct support of TCJ3-C, AMC/A4, and SDDC/G3 global missions, Provide capability to manifest cargo & passengers, capture In-Transit Visibility (ITV), and enable TWCF billing for movement, DOD Strategic Objectives is 007SO18269 ( Enhance information technology and cybersecurity capabilities). Prepare for Cloud migration efforts, Provide daily Operations and Maintenance to include Level 1 & 2 Help Desk, system, network, and database administration, Provide Level/Tier 3 Intermediate Sys									
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.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
<b>Narrative Justification:</b>									
<b>Description</b>									
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.									
<b>Mission Benefits</b>									
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									
<b>Deliverables</b>									
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.									
<b>Economic Analysis</b>									
Certified 15 Jun 2010.									
<b>Impact</b>									
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.									
<b>Software</b>									
No license fees are associated with this investment.									

Fund 9B United States Transportation Command

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Surface Deployment and Distribution Command		Line No. & Item Description Integrated Booking System (IBS)					Activity Identification SDDC		
Element of Cost	FY2022			FY2023			FY2024		
	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	4,758.0	4,758.0	0	4,929.0	4,929.0
Total	0	4,660.0	4,660.0	0	4,758.0	4,758.0	0	4,929.0	4,929.0
<b>Narrative Justification:</b>									
<b>Description</b>									
The Integrated Booking System (IBS) is the lead execution system of the Defense Transportation System (DTS) for the global shipment of ocean cargo in support of all wars, major contingencies and humanitarian relief operations where our military forces are deployed as well as sustainment of forces worldwide. The IBS consists of the following applications: Carrier Analysis and Rate Evaluation Headquarters (CARE HQ); Carrier Analysis and Rate Evaluation Headquarters Service Application (CARE SA), Requirements Forecasting and Rate Analysis Module (RF-RAM); Unit, Sustainment; One Time Only (OTO) Commercial Sealift Solutions (CSS); Ocean Carrier Interface (OCI); Vessel Schedule; electronic Shipper System (eSS); Reference Data (RD) Fleet Management (FM) and Advanced Transportation Control and Movement Documentation (ATCMD). These applications provide automated tools to: support carrier contract requirement definition; rate and service solicitations and evaluation; capture vessel schedules; book unit and sustainment cargo; produce shipment documentation; provide cargo offering and status information; produce payment information.									
<b>Mission Benefits</b>									
IBS supports Military Surface Deployment and Distribution Command's (SDDC) global surface deployment command & control and distribution mission by providing automated tools to support rapid, effective and efficient projections of power CONUS and OCONUS. IBS provides end-to-end distribution and visibility of Department of Defense (DOD) cargo from time of request until payment to the ocean carrier for services provided. IBS ensures the most cost effective routing of cargo is utilized while ensuring the war fighter receives his cargo on time and cargo preference laws are met. In addition, IBS provides tools for carrier contract requirement definition; rate and service solicitations and evaluation; capture vessel schedules; book unit and sustainment cargo; produce shipment documentation; provide cargo offering and event status information; and produce payment information. IBS provides high-level data quality edits with instantaneous in-the-clear error messages and utilizes Electronic Commerce and Electronic Data Interchange (EDI) standards. SDDC's Electronic Transportation Acquisition (ETA) web portal provides DOD transportation officials with a single sign-on capability to access IBS for their transportation needs.									
<b>Deliverables</b>									
<ul style="list-style-type: none"> <li>- Implementation of new contracts that supports Universal Service Contract 10 (USC10) and Guantanamo Bay Cuba (GMTO) Contracts supporting SDDC mission</li> <li>- Transform IBS into a agile suite of business services, replacing the legacy system applications with a process-model driven application to reduce time to deliver system change requests and expedite</li> <li>- Continue Cloud Native addressing vessel schedule, Reference data, contract bookings</li> <li>- Continue/end migration to Cloud One Service Provider</li> </ul>									
<b>Economic Analysis</b>									
Certified 15 Jun 10.									
<b>Impact</b>									
If not funded, IBS will be unable to support United States Transportation Command's and SDDC's mission to provide efficient and cost effective projection of forces; nor provide improved end-to-end joint deployment and distribution. Specifically, maintenance, new software development, and independent verification and validation contracts supporting ocean contract management and sealift requirement processing will terminate. Without commercial contract support, IBS will not be able to function and DOD ocean cargo movement would not be supported by an automated system. In addition, pricing and processing of electronic carrier feeds will no longer maintain valid information requiring manual payment intervention by SDDC booking offices.									
<b>Software</b>									
No license fees are associates with this investment.									

Fund 9B United States Transportation Command

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	0.0	0.0	0	643.0	643.0	0	0.0	0.0
Total	0	0.0	0.0	0	643.0	643.0	0	0.0	0.0

Narrative Justification:

Description

JMCG consists of the Transportation Visualizer (TransViz) which is an analysis tool that provides graphic visualization of Joint Operation Planning and Execution System (JOPES) data in support of distribution strategic planning, crisis action planning, as well as theater-level planning. The interface between JOPES and TransViz is being updated in preparation for future JOPES modernization. The Capital funds are being used exclusively to transition from JDNETS to an enterprise web service, Joint Planning Execution System (JPES) Frame Work (JFW).

Mission Benefits

It facilitates manipulation of unit line numbers (ULNs) to define and redefine sequencing to ensure both transportation feasibility and port life-support capability; collaboration among Combatant Commanders (CCMD's), their component commands, supporting commanders, United States Transportation Command (USTRANSCOM), and its components to quickly agree on proposed changes in support of making movement decisions. It provides an action officer the ability to identify trends, problems and opportunities to improve movement options for requirements.

Deliverables

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.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
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Department of the Air Force USTRANSCOM Command Staff			Line No. & Item Description Local Area Network (USTRANSCOM LAN)				Activity Identification Command Staff		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
B. ADPE/Telecomm	0	1,507.0	1,507.0	0	2,089.0	2,089.0	0	2,164.0	2,164.0
Total	0	1,507.0	1,507.0	0	2,089.0	2,089.0	0	2,164.0	2,164.0
Narrative Justification:									
Description									
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.									
Mission Benefits									
The USTRANSCOM networks are comprised of classified and unclassified Local Area Network (LAN) segments and Wide Area Network (WAN) connectivity with transportation component commands (TCCs). 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.									
Deliverables									
FY23-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									
FY23-FY24: 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.									
Economic Analysis									
N/A.									
Impact									
The interruption of capabilities would lead to rapid degradation of Command and Control for all aspects of the JDDE. Gaps in reporting data would immediately affect the Commanders decision cycle, crippling the ability of USTRANSCOM to accomplish its mission of managing Department of Defense transportation assets. We would also lose the redundancy that we have built into the USTRANSCOM LAN to diminish any mission impact.									
Software									
No license fees are associates with this investment.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	800.0	800.0	0	0.0	0.0	0	0.0	0.0
Total	0	800.0	800.0	0	0.0	0.0	0	0.0	0.0
Narrative Justification:									
Description	DMR is a transportation initiative designed to enhance the 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.								
Mission Benefits	DMR enhances re-planning process during execution, automatically identify and visualize multi-mission conflicts, identify Courses of Actions (COAs) and communicate updates to the field. Recognize and react to potential problems or events and improve on-time performance of airlift missions. The main benefit provided by DMR implementation is an increase in operational flexibility. This project is estimated to produce an initial 0.32 cost avoidance to investment ratio for the 10 year analysis presented. Fuel savings and transportation efficiencies are expected to provide a significant ROI, however analysis was not undertaken at initial concept and will not be completed until DMR operational metrics are available for comparison.								
Deliverables	FY22: Continued development to support transition from MEIS 3.3.3 to MEIS 4 in order to support Initial Operational Capability in fourth quarter FY2024. Completion of the cross domain solution will be supported with MEIS development until Full Deployment in fourth quarter FY2024. Additional development may be required to support the Consolidated Air Mobility Planning System (CAMPSS) Increment 1 development.								
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 associates with this investment.								

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
<b>Narrative Justification:</b>									
<b>Description</b>									
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.									
<b>Mission Benefits</b>									
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.									
<b>Deliverables</b>									
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.									
<b>Economic Analysis</b>									
An economic analysis is not required.									
<b>Impact</b>									
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.									
<b>Software</b>									
No license fees are associated with this investment.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
C. Software Development	0	571.0	571.0	0	1,595.0	1,595.0	0	2,084.0	2,084.0
Total	0	571.0	571.0	0	1,595.0	1,595.0	0	2,084.0	2,084.0
<b>Narrative Justification:</b>									
<b>Description</b>									
TFMS is the financial management system solution in use by SDDC as its overall TWCF financial and reporting system. TFMS provides a common, secure and centralized server that is accessible worldwide using thin client web access to Oracle Federal E-Business Suite of accounting applications. All major lines of business utilize TFMS to conduct their operations including the Ocean Liner, Port Operations, and Traffic Management. TFMS is also used to support numerous "back office" functions including payroll timekeeping, travel, accounts payable, fixed asset accounting, and accounts receivable. TFMS serves a diverse customer base that includes all DoD components, various Defense agencies, other federal agencies, foreign Governments and private sector entities. TFMS also supports the execution of contracts with suppliers who facilitate the execution of the SDDC mission including ocean carriers, commercial air carriers, railroads, and stevedore contractors.									
<b>Mission Benefits</b>									
The G-Invoicing platform provides a streamlined capability for processing and approving the GT&C, Order, Performance, and Funds Settlement tasks that occur as part of the IGT Buy/Sell lifecycle. The G-Invoicing solution supports standardized interagency agreement and transaction exchanges between the Requesting/Ordering (Buyer) and the Servicing/Performing (Seller) Agencies. Federal Intragovernmental Data Standards (FIDS) are utilized for conducting all IGT Buy/Sell actions.									
<b>Deliverables</b>									
<ul style="list-style-type: none"> <li>- Provide functional and technical sustainment which includes Business application (Financial, Access Management, Data Warehouse/Reporting), Infrastructure, Cloud Native, and TFMS Tier II/III Helpdesk Support</li> <li>- Provide TFMS FIAR Compliance and modernization sustainment Support</li> <li>- Provide Support for Cybersecurity/Information Assurance compliance</li> <li>- Continue efforts for implementation of G-Invoicing Servicing Agency automations, interfaces, and In-Flight Orders</li> <li>- Continue/end migration to Cloud One Service Provider</li> </ul>									
<b>Economic Analysis</b>									
N/A									
<b>Impact</b>									
If not funded, TFMS will no comply with the Office of the Under Secretary of Defense Comptroller (OUSD C) directive to become operational with the US Department of the Treasury, Bureau of the Fiscal Service G-Invoicing solution for Intragovernmental (IGT) General Terms and Conditions (GT&C) Buy/Sell transactions.									
<b>Software</b>									
No license fees are associated with this investment.									

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
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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	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	6,605.0	6,605.0	0	7,900.0	7,900.0	0	4,900.0	4,900.0
Total	0	6,605.0	6,605.0	0	7,900.0	7,900.0	0	4,900.0	4,900.0

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.

Fund 9B  
(Dollars in Thousands)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

Department of the Air Force Surface Deployment and Distribution Command			Line No. & Item Description Minor Construction-SDDC				Activity Identification SDDC		
Element of Cost	FY2022			FY2023			FY2024		
	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost	Quantity	Unit Cost	Total Cost
D. Minor Construction	0	4,000.0	4,000.0	0	6,400.0	6,400.0	0	950.0	950.0
Total	0	4,000.0	4,000.0	0	6,400.0	6,400.0	0	950.0	950.0
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	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).FY24: upgrade DOL Maintenance Hardstand Area (0.95)(MOTSU)								
Economic Analysis	N/A								
Impact	Projects ensure continuous operations and support for the terminals' important warfighting mission								
Software	Not Applicable.								

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

United States Transportation Command

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	1.1	(1.1)	
22	Equipment-AMC	0.0	0.0	0.0	1.1	(1.1)	Requirement came in less than expected
22	B. ADPE/Telecomm	12.0	0.0	12.0	6.7	5.3	
22	Local Area Network (USTRANSCOM LAN)	3.5	0.0	3.5	1.5	2.0	Requirement update changed fund type from capital to operating
22	USTRANSCOM Distributive Enclave (USTC DE)	8.5	0.0	8.5	5.2	3.3	Requirement came in less than expected
22	C. Software Development	45.3	0.0	45.3	42.5	2.8	
22	Analysis of Mobility Platform (AMP)	8.7	0.0	8.7	8.5	0.2	
22	Distribution Process Owner (DPO) Secure Enclave (DSE)/Common Computing Environment (CCE)	1.4	0.0	1.4	0.1	1.3	Requirement came in less than expected
22	Defense Personal Property System (DPS)	14.0	0.0	14.0	13.7	0.3	
22	Joint Mobility Control Group (JMCG-C4S)	0.6	0.0	0.6	0.0	0.6	
22	Consolidated Air Mobility Planning System (CAMPS)	9.0	0.0	9.0	8.8	0.2	
22	Mobility Enterprise Information Services (MEIS)	0.0	0.0	0.0	0.8	(0.8)	
22	Dynamic Mission Replanning (DMR)	6.2	0.0	6.2	5.3	0.9	
22	Integrated Booking System (IBS)	4.8	0.0	4.8	4.7	0.1	
22	Transportation Financial Management System (TFMS)	0.6	0.0	0.6	0.6	0.0	
22	D. Minor Construction	5.0	(0.0)	5.0	10.6	(5.6)	

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
22	Minor Construction-AMC	0.1	(0.0)	0.1	6.6	(6.5)	The requirement came in higher than expected
22	Minor Construction-SDDC	5.0	0.0	5.0	4.0	1.0	Requirement less than expected
22	TOTAL FY	62.4	(0.0)	62.4	61.0	1.4	

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
23	A. Equipment	0.5	0.0	0.5	1.7	(1.2)	
23	Equipment-AMC	0.0	0.0	0.0	0.5	(0.5)	Requirement came in less than expected
23	Equipment-SDDC	0.5	0.0	0.5	1.2	(0.7)	Requirement came in less than expected
23	B. ADPE/Telecomm	0.0	0.0	0.0	6.3	(6.3)	
23	Agile Trans for the 21st Century (AT21)	0.0	0.0	0.0	0.0	(0.0)	
23	Local Area Network (USTRANSCOM LAN)	0.0	0.0	0.0	2.1	(2.1)	
23	USTRANSCOM Distributive Enclave (USTC DE)	0.0	0.0	0.0	4.2	(4.2)	Requirement came in less than expected
23	618 Air Operations Center (618AOC)	0.0	0.0	0.0	0.0	0.0	
23	C. Software Development	49.0	0.0	49.0	45.3	3.7	
23	Analysis of Mobility Platform (AMP)	8.8	0.0	8.8	9.2	(0.4)	
23	Defense Personal Property System (DPS)	14.6	0.0	14.6	14.3	0.3	
23	Joint Mobility Control Group (JMCG-C4S)	0.7	0.0	0.7	0.6	0.0	
23	Consolidated Air Mobility Planning System (CAMPSS)	9.3	0.0	9.3	9.1	0.2	
23	Global Air Transportation Execution System (GATES)	1.0	0.0	1.0	1.0	0.0	
23	Dynamic Mission Replanning (DMR)	9.8	0.0	9.8	4.7	5.1	Requirement came in less than expected
23	Integrated Booking System (IBS)	4.9	0.0	4.9	4.8	0.1	
23	Transportation Financial Management System (TFMS)	0.0	0.0	0.0	1.6	(1.6)	Requirement came in more than expected
23	D. Minor Construction	2.8	0.0	2.8	14.3	(11.5)	

Fund 9C United States Transportation Command

Fund 9C  
(Dollars in Millions)

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

Fiscal Year (FY) 2024  
Budget Estimates  
March 2023

United States Transportation Command

FY	Item Description	Approved Project	Reprogs	Approved Proj Cost	Current Proj Cost (Est)	Asset/Deficiency	Explanation
23	Minor Construction-AMC	0.1	0.0	0.1	7.9	(7.8)	The requirement came in higher than expected
23	Minor Construction-SDDC	2.7	0.0	2.7	6.4	(3.7)	Requirement less than expected
23	TOTAL FY	52.3	0.0	52.3	67.6	(15.3)	