

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**AIR FORCE MANUAL 23-120**

**1 JUNE 2023**



***Materiel Management***

***SPARES REQUIREMENTS REVIEW  
BOARD (SRRB)***

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This Air Force Manual (AFMAN) implements *Air Force Policy Directive (AFPD) 23-1, Materiel Management*, using the Spares Requirement Review Board (SRRB) as the process to forecast depot level repairable and United States Air Force (USAF)-managed spares requirements for Program Objective Memorandum (POM) submission. This manual applies to all civilian employees and uniformed members of the Regular Air Force, AF Reserve, and Air National Guard. This publication does not apply to the United States Space Force. This manual may be supplemented at any level, but all supplements that directly implement this publication must be routed to the AF Weapon System Sustainment Division (AF/A4PY) for coordination prior to certification and approval. Refer recommended changes and questions about this publication using the DAF Form 847, Recommendation for Change of Publication; route DAF Form 847 from the field through the appropriate functional chain of command. The authorities to waive wing-/unit-level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See *DAFMAN 90-161, Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately to the publication OPR for non-tiered compliance items. Ensure all records generated as a result of processes prescribed in this publication adhere to *Air Force Instruction 33-322, Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

***SUMMARY OF CHANGES***

This document has been substantially revised and requires complete review. Major changes include: (1) revised roles and responsibilities, (2) modified direct references to Requirements Management System (RMS), (3) revised procedures to align with current process structure, and (4) modified terms to meet Secretary of the Air Force publication guidance.

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## Chapter 1

### PROCESS OVERVIEW

**1.1. Overview.** The SRRB is an annual collaborative effort between several organizations developing the total flying hour spares and specific non-flying hour program (NFHP) requirements for funding approval. The SRRB establishes the guidelines, roles, and responsibilities for preparation of the Air Force Working Capital Fund (WCF) and Funds Holder POM submissions based upon projected spares requirements. These reparable and consumable items are managed through the Consolidated Sustainment Activity Group-Supply Division (CSAG-S). This manual provides guidance on the requirements build submitted for the overall POM.

**1.2. Purpose.** The SRRB process captures accurate Cost per Flying Hour (CPFH) and specific NFHP requirements for reimbursing the CSAG-S WCF. This is validated via comparison of Funds Holder financial forecasts to the Air Force Sustainment Center (AFSC) developed forecast, and provides a process to capture forward-looking changes to those forecasts through Program Office developed templates.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2.1. Weapon System Sustainment Division (AF/A4PY) will:

- 2.1.1. Act as Office of Primary Responsibility (OPR) and waiver approval authority for non-tiered requirements for this publication.
- 2.1.2. Co-chair the SRRB process.
- 2.1.3. Issue annual SRRB Call Letter.
- 2.1.4. Submit the finalized SRRB factors to the Cost Review Board (CRB) for programming actions used to build the CPFH POM factors.
- 2.1.5. Coordinate the CSAG-S budget submission reflecting the SRRB outcomes to the AF Corporate Structure (AFCS) via the CRB.
- 2.1.6. Provide finalized SRRB factors to NFHP Funds Holders for programming actions associated with POM development.

#### 2.2. CPFH and NFHP Funds Holders will:

- 2.2.1. Designate a primary and alternate OPR to identify, validate, advocate, and defend requirements and finalized SRRB factors. (T-1)
- 2.2.2. Coordinate funding within their Financial Management and Planning organizations and other Funds Holder organizations as required. (T-1)
- 2.2.3. Validate the programmatic changes needed for forecast computations through the approval of templates and resulting requirements developed in the SRRB Web Tool ([https://msdis.us.af.mil/srrb\\_v3](https://msdis.us.af.mil/srrb_v3)). (T-1)

#### 2.3. Lead Commands will:

- 2.3.1. Designate a primary and alternate A4 point of contact to work with Centralized Asset Management (CAM) Requirements Branch throughout the SRRB process, excluding AFSOC. (T-1)
- 2.3.2. Validate the programmatic changes needed by CAM for forecast computations through the approval of templates and resulting requirements developed in the SRRB Web Tool ([https://msdis.us.af.mil/srrb\\_v3](https://msdis.us.af.mil/srrb_v3)). (T-1)

#### 2.4. Air Force Material Command (AFMC) will:

- 2.4.1. Co-chair the SRRB process. (T-1)
- 2.4.2. Provide Command oversight of the SRRB process impacts to AFMC internal procedures and ensuring supply chain alignment. (T-1)
- 2.4.3. **Air Force Sustainment Center (AFSC/LG-LZ) will:**
  - 2.4.3.1. Develop and maintain methods to compute wholesale secondary item requirements for Air Force centrally-procured items under AFSC Integrated Materiel Management control. (T-1)

2.4.3.2. Ensure the latest applicable Air Force planning and programming documents are included in the data used to develop requirements. **(T-1)**

2.4.3.3. Designate primary and alternate SRRB Process OPRs within AFSC/LZR. **(T-1)**

**2.4.3.4. SRRB Process OPRs will:**

2.4.3.4.1. Serve as OPR for SRRB procedures and Functional for Material Support Division Information System (MSDIS) SRRB module. **(T-1)**

2.4.3.4.2. Establish and maintain annual schedule for the SRRB process. **(T-1)**

2.4.3.4.3. Establish business rules for the SRRB disconnect process. **(T-1)**

2.4.3.4.4. Lead annual workshop for Funds Holders and Lead Commands, with support of AF/A4PY and AFMC co-chairs as required. **(T-1)**

2.4.3.4.5. Support all SRRB related workshops for stakeholders, meetings, teleconferences, and video teleconferences. **(T-2)**

2.4.3.4.6. Provide variance analysis data on changes in price and quantity from previous to current SRRB cycles to AF/A4PY. **(T-1)**

2.4.3.4.7. Facilitate/liaise between Air Force Life Cycle Management Center (AFLCMC)/Air Force Nuclear Weapon Center (AFNWC), Lead Commands, CPFH Funds Holders, and 448th Supply Chain Management Wing (448 SCMW). **(T-1)**

**2.4.3.5. 448th SCMW will:**

2.4.3.5.1. Provide spares support information and approvals through the SRRB Web Tool. **(T-1)**

2.4.3.5.2. Ensure related National Stock Number (NSN)-level forecasts support the SRRB while also accurately reflecting the requirements. **(T-1)**

2.4.3.5.3. Designate primary and alternate Wing SRRB OPRs. **(T-2)**

2.4.3.5.4. Liaise between SRRB Single Managers, SRRB Process OPRs, and Wing SRRB OPRs. **(T-1)**

**2.4.3.5.5. Wing SRRB OPRs will:**

2.4.3.5.5.1. Act as focal point for all Inventory Control Point (ICP) process issues in regards to SRRB and related forecasting impacts. **(T-1)**

2.4.3.5.5.2. Develop annual supplemental guidance. **(T-1)**

2.4.3.5.5.3. Ensure forecasting adjustments are completed by 448th SCMW personnel responsible for SRRB actions IAW this policy, any supplements, and AFSC/448th applicable guidance. **(T-1)**

2.4.3.5.5.4. Analyze demand data used to forecast spares and communicate findings to SRRB stakeholders. **(T-1)**

2.4.3.5.5.5. Research and provide results regarding identified requirements within the forecasting system that are high-driver disconnects in support of disconnect resolution. **(T-1)**

2.4.3.5.5.6. Support all SRRB meetings, teleconferences, and video teleconferences. (T-2)

**2.4.4. AFLCMC and AFNWC will:**

2.4.4.1. Designate primary and alternate SRRB Focal Points in the Logistics Directorate. (T-1)

2.4.4.2. Designate from the Product Support Manager level, primary and alternate SRRB Single Managers for their specific CPFH or NFHP weapon system. (T-1)

2.4.4.3. Ensure that timely, complete, and accurate weapon system data is provided through the SRRB process. (T-1)

2.4.4.4. Liaise between AFSC, Lead Commands, CPFH/NFHP Funds Holders, and 448th Supply Chain Management Wing (448 SCMW). (T-1)

**2.4.4.5. SRRB Focal Points will:**

2.4.4.5.1. Assists program offices in regards to SRRB and related forecasting impacts. (T-1)

2.4.4.5.2. Provide annual workshops, in coordination with the SRRB Process OPRs, for center SRRB Single Managers. (T-2)

**2.4.4.6. SRRB Single Managers will:**

2.4.4.6.1. Provide programmatic spares support change templates through the SRRB Web Tool. (T-1)

2.4.4.6.2. Act as the SRRB point of contact for their designated weapon system. (T-2)

2.4.4.6.3. Ensure timely, complete, and accurate inputs, updates, and approvals to spares support change templates based on the annual schedule. (T-1)

2.4.4.6.4. Attend Configuration Control Boards (CCB) as needed, SRRB related workshops, meetings, teleconferences, and video teleconferences in support of their respective program templates. (T-2)

**2.4.4.7. Program Managers, Equipment Specialists, and Engineers will:**

2.4.4.7.1. Provide timely, complete, and accurate system information and data for programmatic spares support changes concerning their respective program to the SRRB Single Manager. (T-1)

2.4.4.7.2. Keep the SRRB Single Manager apprised of information and discussions that impact programmatic spares support changes and related template data. (T-2)

2.4.4.7.3. Attend CCBs as needed, SRRB related workshops, meetings, teleconferences, and video teleconferences in support of their respective program templates. (T-2)

**2.5. The Deputy Assistant Secretary for Cost and Economics (SAF/FMC) will:**

2.5.1. Compute the “market basket,” which is the total collection of parts per weapon system in the CRB process. (T-1)

2.5.2. Provide an independent risk analysis of the SRRB’s factors. (T-1)

## Chapter 3

### GUIDANCE AND PROCEDURES

**3.1. The SRRB process reflects:** The total projected Funds Holder demand replenishment requirements for CSAG-S spares, and is essential to achieve USAF flying hour and applicable non-flying hour reimbursement which is derived from assigned mission taskings.

**3.2. The SRRB will:** Combine separate budgeting processes to plan and program the flying hour spares and applicable non-flying hour requirements, while also validating the POM budget submission requirements. The SRRB analyzes and refines SRRB related spares requirements for future years. **(T-1)**

3.2.1. Develop the CSAG-S spares requirements used to build the POM. **(T-1)**

3.2.2. Compare submissions from the AFSC forecasting system and SRRB financial forecast used to compute the CSAG-S base-level maintenance demands. **(T-1)**

3.2.3. Combine base-level not repairable this station (NRTS) and base condemnation forecasts compared to the requirements submitted by the Funds Holders. **(T-1)**

3.2.4. Communicate forecasts changing flying hour/SRRB applicable Organizational and Intermediate Maintenance (OIM) reoccurring demands through the SRRB process. **(T-1)**

3.2.5. Address disconnects between submissions through face-to-face meetings and teleconferences, basing adjustments on known changes or forecast deficiencies. **(T-1)**

3.2.6. Meet overall requirement disconnect goal which is designated in the annual call letter. **(T-1)**

3.2.7. State finalized computations in current year dollars and based upon demands placed on the supply system. **(T-1)**

3.2.8. Utilize the current Air Force Master Item Identification Control System Price File, providing the Funds Holders' final requirement by NSN and quantity. **(T-1)**

3.2.9. Divide total dollar requirement for each weapon system's computed "market basket" by the planned flying hours and results in spares CPFH factors for the Future Years Defense Program (FYDP). **(T-1)**

**3.3. The SRRB Call Letter issued annually by AF/A4PY must:**

3.3.1. Provide specific guidance to stakeholders on the process, expectations, and goals of the upcoming POM year submission. **(T-1)**

3.3.2. Reinforce adherence to the schedule developed by the SRRB Process OPR. **(T-1)**

**3.4. The SRRB annual schedule must:**

3.4.1. Identify key cutoff and system dates to ensure data integrity and timeliness. **(T-1)**

3.4.2. Reflect the specific recent validated historical consumption data immediately preceding the established closeout to minimize erroneous disconnects. **(T-1)**

3.4.3. Provide approval deadlines that must be adhered to by all stakeholders during the annual process, unless otherwise directed by the SRRB Process Owner. **(T-1)**

3.4.4. Provide ample time to adjudicate high-driver disconnects based on the guidance and goals established in the current Call Letter. **(T-1)**

3.4.5. Conclude prior to the beginning of that specific POM year CRB. **(T-1)**

**3.5. The SRRB Web Tool must:**

3.5.1. Provide a single site for approvals and auditability through the SRRB requirement process. **(T-1)**

3.5.2. Utilize Air Force Total Ownership Cost (AFTOC) data from the equivalent baseline period to build the Funds Holder projected eaches. **(T-1)**

3.5.3. Provide eaches to compare and analyze against AFSC wholesale forecasts through disconnect analysis. **(T-1)**

**3.6. Historical consumption data retrieved from AFTOC supply data table will:** Be utilized to produce the demand rates utilizing causal flying hour demand rates or appropriate forecast methodology for that specific part. **(T-1)**

**3.7. Demand rates will:** Be applied to planned future flying hours to calculate the eaches required for each year of the next five fiscal years to create a projected future “market basket.” **(T-1)**

**3.8. The annual Collaboration Meeting must be sponsored by:** The participating Funds Holders/Lead Commands on a rotating basis. **(T-1)**

**3.9. After the projected eaches requirements are determined:** SAF/FMC submits the final cost factors through the CRB process to Deputy Assistant Secretary for Budget (SAF/FMB), in turn SAF/FMB provides the CPFH factors to AF/A4PY.

**3.10. AFSOC and Transportation Working Capital Fund (TWCF) will:** Follow guidance from their respective Corporate Structure process. **(T-2)**

**3.11. AFMC/FMR staff will:** Use the funded USAF customer requirement as the basis for revenue from which to develop the supply budget and ensure its compliance with applicable SAF/FMBOR and Comptroller guidance. **(T-1)**

**3.12. The Non-Flying Hour Program (NFHP) SRRB will:**

3.12.1. Be limited to select weapon systems agreed to by AF/A4PY, AFSC, and affected Fund Holders, which will be designated in the annual Call Letter. **(T-1)**

3.12.2. Follow SRRB process steps detailed above, excluding steps exclusively for CPFH purposes. **(T-2)**

3.12.3. Utilize separate schedules, business rules, and goals specific to the scope of the selected weapon systems. **(T-2)**

3.12.4. Provide finalized weapon system requirements in appropriate format for each Funds Holder’s respective POM process in lieu of guidance specific to CPFH. **(T-2)**

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**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 23-1, *Materiel Management*, 7 September 2018

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

AFI 65-503, *US Air Force Cost and Planning Factors*, 13 July 2018

DAFI 90-160, *Publications and Forms Management*, 14 April 2022

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

***Adopted Forms***

DAF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**ACC**—Air Combat Command

**AFCS**—AF Corporate Structure

**AFI**—Air Force Instruction

**AFGSC**—Air Force Global Strike Command

**AFLCMC**—Air Force Life Cycle Management Center

**AFMAN**—Air Force Manual

**AFMC**—Air Force Materiel Command

**AFNWC**—Air Force Nuclear Weapon Center

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFSC**—Air Force Sustainment Center

**AFSOC**—Air Force Special Operations Command

**AFTOC**—Air Force Total Ownership Cost

**AMC**—Air Mobility Command

**ANG**—Air National Guard

**CAM**—Centralized Asset Management

**CPFH**—Cost Per Flying Hour

**CCB**—Configuration Control Board

**CRB**—Cost Review Board

**CSAG-S**—Consolidated Sustainment Activity Group-Supply (previously known as Material Support Division)

**FYDP**—Future Years Defense Program  
**ICP**—Inventory Control Point  
**MAJCOM**—Major Command  
**MSDIS**—Material Support Division Information System  
**NFHP**—Non-Flying Hour Program  
**NRTS**—Not Repaired This Station  
**NSN**—National Stock Number  
**OIM**—Organizational and Intermediate Maintenance  
**OPR**—Office of Primary Responsibility  
**PACAF**—Pacific Air Forces  
**POM**—Program Objective Memorandum  
**RD&E**—Research Development Test and Evaluation  
**RMS**—Requirements Management System  
**SCMW**—Supply Chain Management Wing  
**SM**—Spares Requirements Review Board Single Manager  
**SRRB**—Spares Requirements Review Board  
**TWCF**—Transportation Working Capital Fund  
**USAF**—Air Force  
**USAFE**—United States Air Forces in Europe

*Office Symbols*

**AF/A4**—Air Force Deputy Chief of Staff, Logistics, Engineering and Force Protection  
**AF/A4P**—Air Force Directorate of Resource Integration  
**AF/A4PY**—Air Force Directorate of Resource Integration Weapon System Sustainment Division  
**AFSC/LG-LZ**—Air Force Sustainment Center Directorate of Logistics  
**AFSC/LZR**—Air Force Sustainment Center Directorate of Logistics Requirements and Supply Division  
**AFSC/448th SCMW**—Air Force Sustainment Center 448th Supply Chain Management Wing  
**SAF/FM**—Assistant Secretary of the Air Force, Financial Management and Comptroller  
**SAF/FMB**—Deputy Assistant Secretary for Budget  
**SAF/FMBOR**—Deputy Assistant Secretary for Budget, Operations Directorate Revolving Funds  
**SAF/FMC**—Deputy Assistant Secretary for Cost and Economics

*Terms*

**Air Force Total Ownership Cost**—Different financial elements of a program's life cycle costs.

**Base Condemnation**—Assets condemned at base level.

**Base-Level Not Repairable This Station (NRTS)**—Assets that are not repaired at base level and sent off for depot overhaul.

**Centralized Asset Management (CAM)**—Funds Holder for the Active Air Force Commands. Represents Air Combat Command (ACC); Air Force Global Strike Command (AFGSC); Air Mobility Command (AMC), except for TWCF; Air Education and Training Command (AETC); Pacific Air Forces (PACAF); and United States Air Forces in Europe (USAFE). Note: While the CAM office is located within AFMC, they do not represent AFMC. AFMC, as a Funds Holder, is responsible for aircraft flown in support of Research, Development, Testing and Evaluation (RDT&E) missions.

**Collaboration Meeting**—Annual meeting held gathering all SRRB stakeholders together to work requirements disconnects.

**Configuration Control Board**—Annual board for each weapon system to maintain standard configuration among particular platforms, outlined in AFI 65-503.

**Consolidated Sustainment Activity Group**—CSAG is comprised of two divisions: Maintenance Division (CSAG-Mx) and Supply Division (CSAG-S).

**Consolidated Sustainment Activity Group—Supply Division**—Manages weapons system spare parts, fuels, equipment, and items used for non-weapon system applications.

**Consumable Items**—Assets consumed in use by the Air Force and discarded when no longer serviceable.

**Cost per Flying Hour**—Operations and support costs corresponding with the costs covered in the cost per flying hour portion of the Air Force budget. The CPFH includes aviation fuel, consumables, and depot level repair assets.

**Cost Review Board**—Air Force-level review of flying hour requirements and costs. The CRB replaced the Air Force Cost Analysis Improvement Group.

**Depot Level Repairable Item**—Repairable item of supply that is designated for repair at depot level or that is designated for repair below the depot level, but if repair cannot be accomplished at that level, will have its unserviceable carcass either forwarded to the depot for repair or condemnation.

**Eaches**—Term used to describe the count (quantity) of individual parts per National Stock Number.

**Funds Holder**—Establish advocacy for their respective POM identifying requirements for different appropriations.

**Future Years Defense Program**—Annual compiled summary of the forces, resources, and programs associated with DOD operations. The FYDP captures resource management decisions related to projected activities associated with normal, peacetime operations of the Department of Defense.

**High-Driver Disconnects**—Items with largest dollar differences between the wholesale requirements system and the anticipated financial requirements computed looking towards future needs. The business rules for these items will be determined by the SRRB Process OPR for each cycle to assist in reaching disconnect goal.

**Inventory Control Point**—The organizational element within a Department of Defense system which is assigned responsibility for materiel management of a group of items including such management functions as the computation of requirements, the initiation of procurement or disposal actions, distribution management, and rebuild direction.

**Lead Command**—Lead Command designation establishes advocacy for weapon systems and their support systems and equipment directly associated with the weapon systems during their life cycle and clarifies responsibilities for all using and supporting organizations.

**Market Basket**—Collection of all NSNs that comprise the required parts for a weapon system in a specific year. The total value (dollar requirement) of a weapon system market basket is the sum of the individual part counts (eaches) times their respective prices. The CPFH of a weapon system market basket is the total dollar requirement divided by the programmed flying hours used to build the market basket forecast.

**National Stock Number**—13-digit numeric code, identifying all the 'standardized material items of supply,' used to order parts.

**Non-Flying Hour Program**—Weapon systems that are not part of the Cost per Flying Hour reimbursement, which include programs such as unmanned aircraft, CLS managed, and ground based systems.

**Program Objective Memorandum**—Final product of the annual programming process within the Department of Defense which translates planning guidance into programs by aligning resources with specific requirements to support operations, training, maintenance and base support over the FYDP.

**Requirement Disconnect**—Difference between the wholesale requirements system and the anticipated financial requirements computed looking towards future needs.

**Requirements Management System**—Collection of software systems that captures and processes supply item demands and usage and computes future requirements of these items.

**Repairable Item**—Items capable of being restored to acceptable operating condition or state after a damage or failure.

**Spares**—Assets that are put on a shelf to be used in an end-item as required and may be nonexpendable or expendable upon install.

**Spares Requirement Review Board**—Annual collaborative effort that develops the total flying hour spares requirement for funding approval.

**SRRB Call Letter**—Annual call letter that provides guidance for the yearly SRRB process.

**SRRB Focal Points**—Role title specific to Spares Requirements Review Board that coordinates and supports SRRB Single Managers.

**SRRB Process OPR**—Role title specific to Spares Requirements Review Board that acts as the system functional for the SRRB Web Tool and process, along with supporting AFSC business processes.

**SRRB Single Manager**—Role title specific to Spares Requirements Review Board that manages a single weapon system's spares support change templates.

**SRRB Web Tool**—Web-based platform that contains the approvals, calculations, and results for the SRRB requirements.

**Templates**—SRRB communication medium within the SRRB Web Tool used to defend the increase/decrease in requirements from year to year. The templates are used to override/modify the forecasting systems' future quantity requirements based on known changes from historical record or average.