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Exhibit R-2, RDT&E Budget Item Justification: PB 2021 Air Force **Date:** February 2020

Appropriation/Budget Activity 3600: <i>Research, Development, Test & Evaluation, Air Force I BA 7: Operational Systems Development</i>	R-1 Program Element (Number/Name) PE 0208099F I <i>Unified Platform (UP)</i>
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COST (\$ in Millions)	Prior Years	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total	FY 2022	FY 2023	FY 2024	FY 2025	Cost To Complete	Total Cost
Total Program Element	-	26.093	84.702	84.645	0.000	84.645	106.550	106.524	117.206	119.509	Continuing	Continuing
672281: <i>Foundational Efforts</i>	-	26.093	84.702	84.645	0.000	84.645	106.550	106.524	117.206	119.509	Continuing	Continuing
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

Unified Platform provides the Cyber Mission Forces, U.S. Cyber Command (USCYBERCOM), AF Major Commands, and Service cyber components a Joint cyber operations infrastructure enabling full spectrum cyberspace operations at the operational through tactical levels of warfare as part of USCYBERCOM (JCWA) Joint Cyber Warfare Architecture. The DoD, AF, and the Cyber Mission Force require an interconnected and interoperable cyber infrastructure to conduct integrated planning and execution of cyberspace operations to meet Combatant Commander requirements. Unified Platform delivers this capability through the integration of disparate firing platforms, existing or evolving systems, infrastructure, mission capabilities, data analytics, and programs used for military cyber operations to build interoperable and scalable network for cyber capabilities. A common, Unified Platform allows the DoD to achieve and maintain decision and operational superiority, the key to successful cyber operations within the highly dynamic cyberspace domain.

Foundational Efforts provide for the research, development, prototype maturation, integration, enhancement, delivery, and enduring product support of the Unified Platform capability to ensure responsiveness to warfighter requirements within operationally relevant timeframes. With the government as the lead integrator, Unified Platform Foundational Efforts provide a flexible—yet disciplined—agile development/security/operations (DevSecOps) capability to generate new capabilities, integrate existing and emerging technologies, incorporate rapid prototyping efforts, and evolve the Unified Platform baseline on an agile basis. Foundational efforts include both the management of the DevSecOps capabilities including systems engineering, risk management, contracting, test, and program management as well as the active research and capability development to be conducted for the Unified Platform baseline. Foundational efforts are informed in part by Unified Platform prototyping efforts (BA 4, PE 0208099F Unified Platform, BPACs 646504 AF Prototyping and 646505 USCYBERCOM Prototyping).

The Secretary of the Air Force leads the Unified Platform effort as Executive Agent on behalf of the Department of Defense. Unified Platform directly supports the Joint Network Attack Initial Capabilities Document (ICD), the National Military Strategy for Cyberspace Operations (NMS-CO), USCYBERCOM operational directives, the latest MAJCOM Offensive Cyberspace Operations System Flight Plan, and other formal requirements documents.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver Unified Platform weapon system capability. The use of such program funds would be in addition to the civilian pay expenses budgeted in program element 0605831F

This program is in Budget Activity 7, Operational System Development because this budget activity includes development efforts to upgrade systems that have been fielded or have received approval for full rate production and anticipate production funding in the current or subsequent fiscal year.

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B. Program Change Summary (\$ in Millions)	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total
Previous President's Budget	26.559	84.702	98.701	0.000	98.701
Current President's Budget	26.093	84.702	84.645	0.000	84.645
Total Adjustments	-0.466	0.000	-14.056	0.000	-14.056
• Congressional General Reductions	0.000	0.000			
• Congressional Directed Reductions	0.000	0.000			
• Congressional Rescissions	0.000	0.000			
• Congressional Adds	0.000	0.000			
• Congressional Directed Transfers	0.000	0.000			
• Reprogrammings	0.000	0.000			
• SBIR/STTR Transfer	0.000	0.000			
• Other Adjustments	-0.466	0.000	-14.056	0.000	-14.056
C. Accomplishments/Planned Programs (\$ in Millions)	FY 2019	FY 2020	FY 2021		
Title: Foundational Efforts	26.093	84.702	84.645		
Description: Foundational Efforts ensure the perpetual capability development, integration, and delivery of the Unified Platform capability through the rapid and agile development of requirements via a DevSecOps pipeline. Unified Platform requirements are warfighter-derived under the framework of validated Unified Platform requirement documents and met using agile development teams, integration of Service and U.S. Cyber Command capabilities, or external prototyping activities.					
Unified Platform capabilities are developed within the government-lead Unified Platform Continuous Integration/Continuous Deployment DevSecOps pipeline, leveraging a common pipeline baseline maintained by Platform One. This pipeline provides a common system development, integration, and staging environment to permit collaborative development. Developmental efforts will be continuously verified for security compliance and continually tested to ensure development meets established security and performance criteria.					
Foundational Efforts also include program office expertise at multiple operating locations in the areas of cyberspace, systems engineering, risk management framework, scaled agile framework, contracting, and program management to ensure that agile acquisition development planning and frequent customer engagement is accomplished.					
FY19 Accomplishment:					
• Provided USCYBERCOM, Army, Air Force, and Marine Corps operators the ability to share and query data, analytics, and analysis across multiple classifications and across multiple Services					
• Enabled Cyber Mission Force Top Secret and Secret data query capability on Defensive Cyber Operations (DCO) data to inform Commander National Mission Forces for DCO-Response Action					

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C. Accomplishments/Planned Programs (\$ in Millions)	FY 2019	FY 2020	FY 2021
<ul style="list-style-type: none"> • Enabled the United States Marine Corps and Air Force Cyber Protection Teams to collect, store, and share data with joint stakeholders through USCYBERCOM big data platform <p><i>FY 2020 Plans:</i></p> <ul style="list-style-type: none"> • Continue agile capability development by delivering operationally relevant applications incrementally • Integrate Big Data Platform to allow Services to continue their ability to query and share multi-classification data, analytics, & analysis • Continue to mature our Distributed Common Development/Integration and Staging environments allowing for continuous integration and continuous delivery of capability • Implement Joint Data Standards and event-driven message handling services <p><i>FY 2021 Plans:</i></p> <ul style="list-style-type: none"> • Will continue to scale and deliver capability through an agile development model, delivering operational capability on-demand • Will continue to integrate existing Service capabilities, develop new capabilities, and modernize existing infrastructure while also leveraging prototyping activities from the Services and U.S. Cyber Command. • Will maintain Distributed Common Development/Integration and Staging environments allowing for continuous integration and continuous delivery of capability <p><i>FY 2020 to FY 2021 Increase/Decrease Statement:</i> Funding increased due to additional warfighter capability requirements required of the Unified Platform baseline.</p>			
Accomplishments/Planned Programs Subtotals	26.093	84.702	84.645

D. Other Program Funding Summary (\$ in Millions)											
Line Item	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Cost To Complete	Total Cost
			Base	OCO	Total						
• RDTE 04 0208099F: <i>Unified Platform (UP)</i>	28.327	10.000	5.998	-	5.998	0.000	0.000	0.000	0.000	0.000	44.325
• OPAF 03 835080: <i>AFNET</i>	-	4.963	0.000	-	0.000	0.000	0.000	0.000	0.000	Continuing	Continuing
• OPAF 03 834320: <i>C3 Countermeasures</i>	-	0.000	4.956	-	4.956	4.957	4.954	5.043	5.136	Continuing	Continuing

Remarks
Beginning in FY21 associated OPAF realigned from AFNET WSC to C3 Countermeasures WSC for clarity in reporting.

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E. Acquisition Strategy <p>Unified Platform represents a flexible, interoperable, and scalable warfighter capability to be employed by the Army, Navy, Marine Corps, and Air Force in conjunction with U.S. Cyber Command (USCYBERCOM). In order to match the speed of need of the highly dynamic cyberspace domain, the Service-agnostic Unified Platform implements an agile development framework to facilitate the rapid development, integration, and fielding of capabilities to remain responsive to evolving warfighter requirements. The Unified Platform program develops capability in response to requirements provided by the Army, Navy, Marine Corps, Air Force, and USCYBERCOM stakeholders in accordance with the prioritization provided by the multi-Service Unified Platform governance structure.</p> <p>The initial Unified Platform capability delivered a minimum viable product (MVP) for immediate deployment and operational use by the Cyber Mission Force. Subsequent build iterations will continue to deliver enhanced capabilities, incrementally building the Unified Platform capability to match warfighter needs and requirements to achieve cyberspace dominance. Early development of the Unified Platform baseline capability relies on extensive rapid prototyping efforts to analyze integration constraints and opportunities of Service-specific cyber capabilities to realize the Unified Platform MVP and inform the future Unified Platform baseline (BA 4, PE 0208099F Unified Platform, 646504 AF Prototyping and 646505 USCYBEROM Prototyping). In parallel, an enduring foundational Unified Platform thrust area supports the development and maturation of Unified Platform baseline, integrates successful prototyping activities, and implements an agile development/security/operations (DevSecOps) construct to rapidly evolve and enhance the Unified Platform capability to match warfighter requirements (BA 7, PE 0208099F Unified Platform, 672281 Foundational Efforts).</p> <p>The Unified Platform program office utilizes Concept, Development, Risk management, Production, and Deployment Plans as part of a streamlined approach to agile acquisition planning. All plans contain sufficient information to inform acquisition decisions (i.e., authorities to proceed), within the agile framework, to determine readiness to enter into the applicable phase of the acquisition process. Unified Platform will utilize both new and existing contractual vehicles, such as Government-Wide Acquisition Contract (GWAC) vehicles (Alliant, Encore II, Solutions for Enterprise-Wide Procurement IV (SEWP IV), and General Services Administration (GSA) Federal Supply Schedules, a Cyber Indefinite Delivery Indefinite Quantity (IDIQ) contract, Other Transaction Authority (OTA), DoD Enterprise Software Initiative (ESI), Commercial Solution Openings (CSO), Partnership Intermediary Agreements (PIA), Small Business Innovative Research (SBIR) contracts, and Small Disadvantaged Business 8(a) contracts. The use of multiple-award contractual vehicles will provide a wide range of commercially-available products and services that will meet any future requirements related to Unified Platform.</p>		

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2021 Air Force **Date:** February 2020

Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0208099F / <i>Unified Platform (UP)</i>	Project (Number/Name) 672281 / <i>Foundational Efforts</i>
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Product Development (\$ in Millions)				FY 2019		FY 2020		FY 2021 Base		FY 2021 OCO		FY 2021 Total	Cost To Complete	Total Cost	Target Value of Contract
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost			
UP System Technical Coordination	C/T&M	Northrup Grumman : TBD	-	7.359	Oct 2018	16.697	Oct 2019	-		-		-	Continuing	Continuing	24.056
UP System Technical Coordination Follow-On	C/T&M	Multiple: Various : TBD	-	-		-		15.817	Oct 2020	-		15.817	Continuing	Continuing	19.817
Agile Capability Development	Various	Multiple: Various : TBD	-	5.000	Oct 2018	44.857	Oct 2019	42.137	Oct 2020	-		42.137	Continuing	Continuing	49.857
Distributed Common Computing Environment	Various	Multiple: Various : TBD	-	4.200	Feb 2019	8.400	Feb 2020	9.744	Feb 2021	-		9.744	Continuing	Continuing	22.344
Subtotal			-	16.559		69.954		67.698		-		67.698	Continuing	Continuing	N/A

Test and Evaluation (\$ in Millions)				FY 2019		FY 2020		FY 2021 Base		FY 2021 OCO		FY 2021 Total	Cost To Complete	Total Cost	Target Value of Contract
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost			
Test and Evaluation	Various	Multiple: Various : TBD	-	1.000	Jan 2019	3.593	Jan 2020	4.135	Jan 2021	-		4.135	Continuing	Continuing	8.761
Subtotal			-	1.000		3.593		4.135		-		4.135	Continuing	Continuing	N/A

Management Services (\$ in Millions)				FY 2019		FY 2020		FY 2021 Base		FY 2021 OCO		FY 2021 Total	Cost To Complete	Total Cost	Target Value of Contract
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost			
Systems Engineering	Various	Various : TBD	-	5.634	Dec 2018	7.955	Dec 2019	9.100	Dec 2020	-		9.100	Continuing	Continuing	23.282
Acquisition Support	Various	Various : TBD	-	2.000	Dec 2018	2.168	Dec 2019	2.515	Dec 2020	-		2.515	Continuing	Continuing	6.683
Program Mgmt Office Overhead Costs	Various	Various : TBD	-	0.900	Dec 2018	1.032	Dec 2019	1.197	Dec 2020	-		1.197	Continuing	Continuing	3.129
Subtotal			-	8.534		11.155		12.812		-		12.812	Continuing	Continuing	N/A

			Prior Years	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total	Cost To Complete	Total Cost	Target Value of Contract
Project Cost Totals			-	26.093	84.702	84.645	-	84.645	Continuing	Continuing	N/A

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	Prior Years	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total	Cost To Complete	Total Cost	Target Value of Contract
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Remarks

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Exhibit R-4, RDT&E Schedule Profile: PB 2021 Air Force **Date:** February 2020

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FY 2019				FY 2020				FY 2021				FY 2022				FY 2023				FY 2024				FY 2025			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

<i>Foundational Efforts</i>	
UP System Technical Coordination	
UP Agile Capability Development	
Distributed Common Computing Environment	

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Exhibit R-4A, RDT&E Schedule Details: PB 2021 Air Force **Date:** February 2020

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Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
<i>Foundational Efforts</i>				
UP System Technical Coordination	1	2019	4	2025
UP Agile Capability Development	1	2019	4	2025
Distributed Common Computing Environment	2	2019	4	2025