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Exhibit R-2, RDT&E Budget Item Justification: PB 2025 Navy **Date:** March 2024

Appropriation/Budget Activity 1319: <i>Research, Development, Test & Evaluation, Navy / BA 5: System Development & Demonstration (SDD)</i>	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>
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COST (\$ in Millions)	Prior Years	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	FY 2026	FY 2027	FY 2028	FY 2029	Cost To Complete	Total Cost
Total Program Element	198.774	54.796	2.604	0.000	-	0.000	0.000	0.000	0.000	0.000	0.000	256.174
1109: <i>CH/MH-53</i>	113.333	3.568	2.604	0.000	-	0.000	0.000	0.000	0.000	0.000	0.000	119.505
3406: <i>Attack and Utility Replacement Aircraft</i>	85.441	51.228	0.000	0.000	-	0.000	0.000	0.000	0.000	0.000	0.000	136.669

A. Mission Description and Budget Item Justification

This Program Element includes funding for the development support for improvements to current systems for CH/MH-53 and development of USMC Vertical Take-Off and Landing (VTOL) Family of Systems (FoS) formerly Attack and Utility Replacement Aircraft (AURA) capability. The H-53 is the premier heavy lift helicopter for the Marine Corps and the only operational airborne mine sweeping platform for the Navy. H-53 RDT&E efforts focus on trade studies and risk reduction measures to identify candidate survivability, safety, avionics, cargo handling, cockpit and other airframe specific improvements to extend the service life. VTOL FoS is a USMC initiative to address vertical lift capability requirements and determine feasible and affordable solutions in support of the Warfighter.

B. Program Change Summary (\$ in Millions)

	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025 Base</u>	<u>FY 2025 OCO</u>	<u>FY 2025 Total</u>
Previous President's Budget	66.010	2.604	2.389	-	2.389
Current President's Budget	54.796	2.604	0.000	-	0.000
Total Adjustments	-11.214	0.000	-2.389	-	-2.389
• Congressional General Reductions	-	-			
• Congressional Directed Reductions	-	-			
• Congressional Rescissions	-	-			
• Congressional Adds	-	-			
• Congressional Directed Transfers	-	-			
• Reprogrammings	-9.000	0.000			
• SBIR/STTR Transfer	-2.214	0.000			
• Program Adjustments	0.000	0.000	-2.389	-	-2.389
• Rate/Misc Adjustments	0.000	0.000	0.000	-	0.000

Change Summary Explanation

Cost/Technical/Schedule:

1109:

FY 2025 funding decreased to \$0.00- no funding requested for FY25 due to termination of Echo RDTE activities.

3406:

Cost: N/A

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Exhibit R-2A, RDT&E Project Justification: PB 2025 Navy **Date:** March 2024

Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / Other Helicopter Development	Project (Number/Name) 1109 / CH/MH-53
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COST (\$ in Millions)	Prior Years	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	FY 2026	FY 2027	FY 2028	FY 2029	Cost To Complete	Total Cost
1109: CH/MH-53	113.333	3.568	2.604	0.000	-	0.000	0.000	0.000	0.000	0.000	0.000	119.505
Quantity of RDT&E Articles		-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

The H-53 helicopter is the premier heavy lift helicopter for the Marine Corps and the only operational airborne mine sweeping platform for the Navy. H-53 efforts will continue to develop and qualify components, prior to production and approval decisions, in order to replace obsolete system components. Emphasis will be placed on supportability improvement modifications that will sustain the H-53 aircraft until the transition of the H-53K is complete. These efforts combined, will significantly improve the readiness of the H-53 fleet while reducing long term operational and supportability costs. Survivability efforts to address improved situational awareness to pilots will include improved Digital Interoperability and improve Degraded Visual Environment Awareness. Modeling and simulation will be used to the maximum practical extent throughout this effort. Manned Flight Simulator will be utilized to develop, install and test interim modifications to existing H-53 legacy avionics, while maintaining the original basic system footprint and functionality. As a part of this effort, a complete Electro Magnetic Vulnerability assessment will be required for the affected and/or modified systems.

B. Accomplishments/Planned Programs (\$ in Millions, Article Quantities in Each)

	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total
Title: H-53 Avionics	1.606	1.173	0.000	0.000	0.000
Articles:	-	-	-	-	-
FY 2024 Plans: Continue to integrate software applications for cockpit and avionics improvements, to include the development of new sensors. Develop flight control computer and test set design modifications to address anticipated obsolescence issues. Conduct Business Case Analyses to determine impact of high Operation and Support cost drivers and address alternatives to mitigate identified issues. Investigate solutions for improved Degraded Visual Environmental to include coupled flight control capability.					
FY 2025 Base Plans: N/A					
FY 2025 OCO Plans: N/A					
FY 2024 to FY 2025 Increase/Decrease Statement: The decrease of \$1.173 from FY2024 to FY2025 is due to termination of Echo RDTE activities.					
Title: H-53 Survivability	1.220	0.885	0.000	0.000	0.000
Articles:	-	-	-	-	-

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Exhibit R-2A, RDT&E Project Justification: PB 2025 Navy		Date: March 2024
Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 1109 / CH/MH-53

B. Accomplishments/Planned Programs (\$ in Millions, Article Quantities in Each)	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total
<p>FY 2024 Plans: Continue to perform trade studies, risk reduction, design, development, model, integration and test activities for H-53 safety and survivability to include increased situational awareness via digital interoperability.</p> <p>FY 2025 Base Plans: N/A</p> <p>FY 2025 OCO Plans: N/A</p> <p>FY 2024 to FY 2025 Increase/Decrease Statement: The decrease of \$0.885 from FY2024 to FY2025 is due to termination of Echo RDTE activities.</p>					
<p>Title: Project Management Support</p> <p align="right">Articles:</p>	0.742 -	0.546 -	0.000 -	0.000 -	0.000 -
<p>FY 2024 Plans: Continue to provide in-house, field activity, and contractor support of IPTs to allow for studies and analyses, preparation of acquisition documentation and examination of equipment and avionics for the H-53. Efforts include, but are not limited to, government development support, engineering support, product management support, system engineering and logistics support, and travel for the H-53 program.</p> <p>FY 2025 Base Plans: N/A</p> <p>FY 2025 OCO Plans: N/A</p> <p>FY 2024 to FY 2025 Increase/Decrease Statement: The decrease of \$0.546 from FY2024 to FY2025 is due to termination of Echo RDTE activities.</p>					
Accomplishments/Planned Programs Subtotals	3.568	2.604	0.000	0.000	0.000

C. Other Program Funding Summary (\$ in Millions)											
Line Item	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	FY 2026	FY 2027	FY 2028	FY 2029	Cost To Complete	Total Cost
• APN/0528: <i>H-53 Series</i>	11.132	10.226	6.534	-	6.534	3.570	3.214	0.000	0.000	Continuing	Continuing

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Exhibit R-2A, RDT&E Project Justification: PB 2025 Navy		Date: March 2024
Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 1109 / <i>CH/MH-53</i>

C. Other Program Funding Summary (\$ in Millions)

<u>Line Item</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u> <u>Base</u>	<u>FY 2025</u> <u>OCO</u>	<u>FY 2025</u> <u>Total</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>Cost To</u> <u>Complete</u>	<u>Total Cost</u>
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Remarks

APN-5 funding profile does not include funding designated for the CH-53K aircraft (OSIP 007-19).

D. Acquisition Strategy

This is a non-ACAT program.

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2025 Navy												Date: March 2024			
Appropriation/Budget Activity				R-1 Program Element (Number/Name)				Project (Number/Name)							
1319 / 5				PE 0604212N / Other Helicopter Development				1109 / CH/MH-53							
Product Development (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total			
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract
Systems Engineering	WR	NAWC AD : Patuxent River, MD	10.501	0.495	Nov 2022	0.490	Nov 2023	0.000		-		0.000	0.000	11.486	-
Systems Engineering Contract	C/CPFF	Various : Various	4.471	0.398	Feb 2023	0.387	Feb 2024	0.000		-		0.000	0.000	5.256	-
Systems Engineering	WR	Various : Various	5.782	0.193	Nov 2022	0.188	Nov 2023	0.000		-		0.000	0.000	6.163	-
Design and Development	WR	Various : Various	6.615	0.121	Mar 2023	0.116	Mar 2024	0.000		-		0.000	0.000	6.852	-
Prior Year Prod Dev no longer funded in the FYDP	TBD	TBD : TBD	19.475	0.000		0.000		0.000		-		0.000	0.000	19.475	-
Subtotal			46.844	1.207		1.181		0.000		-		0.000	0.000	49.232	N/A
Support (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total			
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract
Software Development	Various	Various : Various	19.966	0.125	Mar 2023	0.092	Mar 2024	0.000		-		0.000	0.000	20.183	-
GFE	Various	NAWC AD : Patuxent River, MD	4.521	0.124	Nov 2022	0.086	Nov 2023	0.000		-		0.000	0.000	4.731	-
Subtotal			24.487	0.249		0.178		0.000		-		0.000	0.000	24.914	N/A
Test and Evaluation (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 Total			
Cost Category Item	Contract Method & Type	Performing Activity & Location	Prior Years	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Award Date	Cost	Cost To Complete	Total Cost	Target Value of Contract
Developmental Test & Evaluation (DT&E)	Various	Various : Various	19.911	1.615	Mar 2023	0.885	Mar 2024	0.000		-		0.000	0.000	22.411	-
Subtotal			19.911	1.615		0.885		0.000		-		0.000	0.000	22.411	N/A

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Exhibit R-4, RDT&E Schedule Profile: PB 2025 Navy **Date:** March 2024

Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 1109 / CH/MH-53
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CH/MH-53	FY 2023				FY 2024				FY 2025				FY 2026				FY 2027				FY 2028				FY 2029			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Acquisition Milestones																												
Engineering Milestones																												

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Exhibit R-4A, RDT&E Schedule Details: PB 2025 Navy		Date: March 2024
Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 1109 / <i>CH/MH-53</i>

Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
CH/MH-53				
Engineering Milestones: - Obsolescence Issues/Studies	1	2023	4	2024
Engineering Milestones: - Survivability Analysis	1	2023	4	2024
Engineering Milestones: - Legacy P3I Efforts	1	2023	4	2024
Engineering Milestones: - Safety Upgrades	1	2023	4	2024

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Exhibit R-2A, RDT&E Project Justification: PB 2025 Navy										Date: March 2024		
Appropriation/Budget Activity 1319 / 5					R-1 Program Element (Number/Name) PE 0604212N / Other Helicopter Development				Project (Number/Name) 3406 / Attack and Utility Replacement Aircraft			
COST (\$ in Millions)	Prior Years	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	FY 2026	FY 2027	FY 2028	FY 2029	Cost To Complete	Total Cost
3406: Attack and Utility Replacement Aircraft	85.441	51.228	0.000	0.000	-	0.000	0.000	0.000	0.000	0.000	0.000	136.669
Quantity of RDT&E Articles		-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

USMC Vertical Take-Off and Landing (VTOL) Family of Systems (FoS) formerly Attack and Utility Replacement Aircraft (AURA) is a United States Marine Corps (USMC) Future Vertical Lift (FVL) initiative addressing vertical lift capability requirements that are feasible and affordable in support of the USMC Warfighter. This is a supporting element of the USMC's Force Design 2030 guidance. USMC VTOL FoS, will provide unmatched strategic, operational, and tactical agility to perform a multitude of missions currently unachievable by any conventionally configured rotorcraft. The USMC VTOL FoS is closely aligned to the OSD-sponsored FVL FoS initiative and will look to leverage any aspects of the Joint Service programs that may benefit the USMC through accelerated development and/or reduced life cycle costs. USMC VTOL FoS will be a force multiplier with superior performance, payload, survivability, agility, endurance, and reliability that enables warfighters to win in a future dynamic battlespace. USMC VTOL FoS will increase the Marine Air Ground Task Force's (MAGTF) capacity of long-range fires and the ability to move cargo and support dispersed expeditionary advanced bases with efforts such as a logistics connector.

USMC VTOL FoS will utilize DOTmLPF-P that will include all facets of a program with particular focus on life-cycle cost reductions through common processes, support equipment, logistic support and component commonality utilizing non-materiel solutions, such as maintenance strategies, training solutions, and infrastructure requirements. The air vehicle will include primary mechanical, electrical, pneumatic, and structural components such as drivetrain, generators, landing gear, hydraulics, controls, seats, etc. The mission subsystems will include all on and off-board components with embedded control software for those components that provide all mission functionality, cockpit displays, cockpit hardware subsystem controllers and interfaces. The architecture will include the fundamental organization of the complete system, the processing method/component(s), the platform software, the operating environment, and the on-aircraft infrastructure to facilitate integration of all subsystems and platform.

JUSTIFICATION FOR BUDGET ACTIVITY: This program is funded for Design and Prototype Development leading to System Demonstration and includes conducting engineering and manufacturing development tasks aimed at meeting validated requirement prior to full-rate production decision.

B. Accomplishments/Planned Programs (\$ in Millions, Article Quantities in Each)

	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total
Title: Attack and Utility Replacement Aircraft	51.228	0.000	0.000	0.000	0.000
Articles:	-	-	-	-	-
FY 2024 Plans: N/A					
FY 2025 Base Plans:					

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Exhibit R-2A, RDT&E Project Justification: PB 2025 Navy		Date: March 2024
Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 3406 / <i>Attack and Utility Replacement Aircraft</i>

B. Accomplishments/Planned Programs (\$ in Millions, Article Quantities in Each)	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total
N/A					
<i>FY 2025 OCO Plans:</i> N/A					
Accomplishments/Planned Programs Subtotals	51.228	0.000	0.000	0.000	0.000

C. Other Program Funding Summary (\$ in Millions)
N/A

Remarks

D. Acquisition Strategy

The Analysis of Alternatives (AoA) was initiated in 3QFY2017 to begin the assessment of the technical feasibility, operational feasibility, technical risk, and affordability of potential solutions. The AoA was completed in FY2019 resulting in OSD Sufficiency. In FY 2021, acquisition and requirements documentation refinement continued. MBSE BAAs awarded and execution progressed, allowing the Program to gain insight alongside Industry in implementing Digital Engineering for systems design. In FY 2022, requirements analysis and document generation continued and multiple MOSA OTAs were awarded. Reductions in the technical risk associated with the Program justifies a direct Milestone B entry. In FY 2023, MOSA OTA execution will continue, multiple Weapons OTA awards will occur, a VTOL FoS CDD will be routed for MROC approval, and concept development and technology maturation efforts will continue.

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2025 Navy											Date: March 2024				
Appropriation/Budget Activity 1319 / 5						R-1 Program Element (Number/Name) PE 0604212N / Other Helicopter Development					Project (Number/Name) 3406 / Attack and Utility Replacement Aircraft				

Product Development (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 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			
Industry Technology Collaboration	C/CPFF	Various : Various	19.246	8.144	Dec 2022	0.000		0.000		-		0.000	0.000	27.390	27.390
Joint All Domain Operations (JADO)/TAC Demo	C/CPFF	Various : Various	7.345	12.532	Nov 2022	0.000		0.000		-		0.000	0.000	19.877	19.877
Studies and Analysis	C/CPFF	Various : Various	9.543	0.000		0.000		0.000		-		0.000	0.000	9.543	9.543
Concept Development and Technology Maturation (CDTM)	C/CPFF	Various : Various	0.000	7.859	Mar 2023	0.000		0.000		-		0.000	0.000	7.859	7.859
Subtotal			36.134	28.535		0.000		0.000		-		0.000	0.000	64.669	N/A

Remarks
Funds decrease from FY 2023 to FY 2024 due to transfer of effort to new PE 0604212M beginning in FY 2024.

Support (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 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			
Development Support	WR	NAWCAD : Patuxent River, MD	18.451	9.260	Nov 2022	0.000		0.000		-		0.000	0.000	27.711	-
Development Support	WR	Various : Various	10.452	7.739	Nov 2022	0.000		0.000		-		0.000	0.000	18.191	-
Subtotal			28.903	16.999		0.000		0.000		-		0.000	0.000	45.902	N/A

Remarks
Funds decrease from FY 2023 to FY 2024 due to transfer of effort to new PE 0604212M beginning in FY 2024.

Test and Evaluation (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 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			
Developmental Test & Evaluation (DT&E)	WR	Various : Various	0.601	0.348	Jan 2023	0.000		0.000		-		0.000	0.000	0.949	-

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2025 Navy											Date: March 2024				
Appropriation/Budget Activity 1319 / 5						R-1 Program Element (Number/Name) PE 0604212N / Other Helicopter Development					Project (Number/Name) 3406 / Attack and Utility Replacement Aircraft				

Test and Evaluation (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 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	Cost To Complete			
Prior Year Developmental Test & Evaluation Not Funded FYDP (PYDT&E)	C/CPFF	Various : Various	4.551	0.000		0.000		0.000		-		0.000	0.000	4.551	4.551	
Subtotal			5.152	0.348		0.000		0.000		-		0.000	0.000	5.500	N/A	

Remarks
Funds decrease from FY 2023 to FY 2024 due to transfer of effort to new PE 0604212M beginning in FY 2024.

Management Services (\$ in Millions)				FY 2023		FY 2024		FY 2025 Base		FY 2025 OCO		FY 2025 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	Cost To Complete			
Contractor Engineering Support	C/CPIF	Various : Various	8.265	1.220	Nov 2022	0.000		0.000		-		0.000	0.000	9.485	9.485	
Program Management Support	WR	Various : Various	6.232	4.105	Nov 2022	0.000		0.000		-		0.000	0.000	10.337	-	
Travel	WR	NAVAIR : Patuxent River, MD	0.755	0.021	Oct 2022	0.000		0.000		-		0.000	0.000	0.776	-	
Subtotal			15.252	5.346		0.000		0.000		-		0.000	0.000	20.598	N/A	

Remarks
Funds decrease from FY 2023 to FY 2024 due to transfer of effort to new PE 0604212M beginning in FY 2024.

	Prior Years	FY 2023	FY 2024	FY 2025 Base	FY 2025 OCO	FY 2025 Total	Cost To Complete	Total Cost	Target Value of Contract
Project Cost Totals		85.441	51.228	0.000	0.000	0.000	0.000	136.669	N/A

Remarks

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Exhibit R-4, RDT&E Schedule Profile: PB 2025 Navy **Date:** March 2024

Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / Other Helicopter Development	Project (Number/Name) 3406 / Attack and Utility Replacement Aircraft
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Vertical Take Off and Landing Family of Systems	FY 2023				FY 2024				FY 2025				FY 2026				FY 2027				FY 2028				FY 2029			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Systems Development																												
Concept Development and Tech Maturation																												
Weapons OTA																												
MOSA OTA																												
UARC Studies and Analysis																												

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Exhibit R-4A, RDT&E Schedule Details: PB 2025 Navy		Date: March 2024
Appropriation/Budget Activity 1319 / 5	R-1 Program Element (Number/Name) PE 0604212N / <i>Other Helicopter Development</i>	Project (Number/Name) 3406 / <i>Attack and Utility Replacement Aircraft</i>

Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
<i>Vertical Take Off and Landing Family of Systems</i>				
Systems Development: Concept Development and Tech Maturation: Concept Development and Tech Maturation	1	2023	4	2023
Systems Development: Weapons OTA: Weapons OTA	1	2023	4	2023
Systems Development: MOSA OTA: MOSA OTA	1	2023	4	2023
Systems Development: UARC Studies and Analysis: UARC Studies and Analysis	1	2023	4	2023