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| <b>Exhibit R-2, RDT&amp;E Budget Item Justification:</b> PB 2014 Air Force | <b>DATE:</b> April 2013 |
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| <b>APPROPRIATION/BUDGET ACTIVITY</b><br>3600: <i>Research, Development, Test &amp; Evaluation, Air Force</i><br>BA 6: <i>RDT&amp;E Management Support</i> | <b>R-1 ITEM NOMENCLATURE</b><br>PE 0605101F: <i>RAND Project Air Force</i> |
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| <b>COST (\$ in Millions)</b>     | <b>All Prior Years</b> | <b>FY 2012</b> | <b>FY 2013<sup>#</sup></b> | <b>FY 2014 Base</b> | <b>FY 2014 OCO <sup>##</sup></b> | <b>FY 2014 Total</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>Cost To Complete</b> | <b>Total Cost</b> |
|----------------------------------|------------------------|----------------|----------------------------|---------------------|----------------------------------|----------------------|----------------|----------------|----------------|----------------|-------------------------|-------------------|
| Total Program Element            | -                      | 32.057         | 25.579                     | 32.956              | -                                | 32.956               | 28.358         | 28.868         | 29.388         | 29.887         | Continuing              | Continuing        |
| 661110: <i>Project Air Force</i> | -                      | 32.057         | 25.579                     | 32.956              | -                                | 32.956               | 28.358         | 28.868         | 29.388         | 29.887         | Continuing              | Continuing        |
| Quantity of RDT&E Articles       |                        | 0              | 0                          | 0                   |                                  | 0                    | 0              | 0              | 0              | 0              |                         |                   |

<sup>#</sup> FY 2013 Program is from the FY 2013 President's Budget, submitted February 2012

<sup>##</sup> The FY 2014 OCO Request will be submitted at a later date

**A. Mission Description and Budget Item Justification**

This program provides for continuing analytical research across a broad spectrum of aerospace issues and concerns. The Project AIR FORCE (PAF) research agenda is focused primarily on mid to long-term problems; in addition, PAF provides quick response assistance for senior Air Force officials on high priority, near term issues. Within these areas, PAF addresses difficult and complex, far-reaching and inter-related questions linked to future strategies, approaches and policies, in order to enhance Air Force senior leadership's deliberations and decisionmaking on major issues. The Air Force Steering Group, chaired by the Vice Chief of Staff, reviews, monitors, and approves PAF annual research efforts. Each project is initiated, processed, and approved IAW PAF Sponsoring Agreement which requires General Officer (or SES equivalent) sponsorship and involvement on a continuing basis.

PAF is organized in four primary research program areas: strategy and doctrine; force modernization employment; manpower, personnel and training; and resource management. Integrative research projects are also conducted at the division level with direct support provided through the most applicable program. Research programs address organizational crosscutting issues as defined by specific research themes approved by the Air Force Steering Group. These research themes encompass a wide spectrum of topics including external challenges to national security; terrorism and homeland defense; joint and coalition operations; integrated roadmap for ISR capabilities; enhancing, tailoring and reducing infrastructure to meet new force requirements; potential changes to the Active/Reserve/National Guard/Civilian/Contractor manpower mix; and improved weapon system costing.

The research program will continue to build upon research foundations, examining the evolving security environment, emerging threats, national and military strategy, transformation approaches including investment strategies to provide capabilities within changing Defense budgets, operational concepts to meet evolving and increasingly joint missions, exploiting advanced technologies, increasing the effectiveness and efficiency of combat support, and developing the total force (Active/Reserve/National Guard/Civilian/Contractor). These efforts will continue to inform and support the senior Air Force leadership regarding personnel management and training; improving logistical efficiencies and force sustainment; ongoing conflicts and joint operations; force structure capabilities, limitations, and operational concepts; and making force structure tradeoffs within resource constraints to meet future national security and Air Force needs.

Future research will build upon earlier work to continue to help the Air Force to rapidly and appropriately adapt to the changing world environment and emerging threats; continue to modernize and employ its force structure to provide capabilities within changing DoD budgets; assess lessons learned from recent and ongoing conflicts; develop and utilize its total force; and enhance the support of our aerospace forces, ranging from sustainment of the force structure to agile combat support.

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| Exhibit R-2, RDT&E Budget Item Justification: PB 2014 Air Force                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                     |         | DATE: April 2013 |             |               |
| APPROPRIATION/BUDGET ACTIVITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  | R-1 ITEM NOMENCLATURE               |         |                  |             |               |
| 3600: Research, Development, Test & Evaluation, Air Force                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | PE 0605101F: RAND Project Air Force |         |                  |             |               |
| BA 6: RDT&E Management Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                                     |         |                  |             |               |
| PAF research spans functional and organizational boundaries and is managed in a manner to facilitate independence and freedom from organizational bias thereby providing perspectives and insights to senior Air Force leaders free from parochial influences not necessarily in the best interest of the Air Force at large. Benefits of independent non-Department of Defense analysis of complex present day and emerging issues are shared beyond the immediacy of the Air Force. PAF study results are given wide dissemination within the DOD on a routine basis and are deposited with the Defense Technical Information Center available to a broad range of qualified government and commercial-sector individuals and activities. |  |                                     |         |                  |             |               |
| This program is in Budget Activity 6, RDT&E Management and Support because this budget activity includes research, development, and test and evaluation efforts and funds to sustain and/or modernize the operations required for general research, development, test and evaluation.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |                                     |         |                  |             |               |
| B. Program Change Summary (\$ in Millions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | FY 2012                             | FY 2013 | FY 2014 Base     | FY 2014 OCO | FY 2014 Total |
| Previous President's Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | 27.579                              | 25.579  | 26.259           | -           | 26.259        |
| Current President's Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | 32.057                              | 25.579  | 32.956           | -           | 32.956        |
| Total Adjustments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | 4.478                               | 0.000   | 6.697            | -           | 6.697         |
| • Congressional General Reductions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | -                                   | 0.000   |                  |             |               |
| • Congressional Directed Reductions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | -                                   | 0.000   |                  |             |               |
| • Congressional Rescissions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | 0.000                               | 0.000   |                  |             |               |
| • Congressional Adds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | -                                   | 0.000   |                  |             |               |
| • Congressional Directed Transfers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | -                                   | 0.000   |                  |             |               |
| • Reprogrammings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | 0.000                               | 0.000   |                  |             |               |
| • SBIR/STTR Transfer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | 0.000                               | 0.000   |                  |             |               |
| • Other Adjustments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | 4.478                               | 0.000   | 6.697            | -           | 6.697         |
| Change Summary Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                     |         |                  |             |               |
| FY12 funding increase of \$4.478M resulted from a BTR which supported additional RAND PAF study efforts and the FY12 Need for Fee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |                                     |         |                  |             |               |
| FY14 increases PE funding by \$6.697M to a 90 STE level of effort which allows for sustainment of the RAND Project Air Force contract. Lower funding levels jeopardize the continuation of the four study areas under RAND Project Air Force: Strategy and Doctrine, Force Modernization and Employment, Manpower, Personnel and Training and Resource Management. Currently, the Air Force has noted a need to continue all four study areas.                                                                                                                                                                                                                                                                                              |  |                                     |         |                  |             |               |
| C. Accomplishments/Planned Programs (\$ in Millions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |                                     |         | FY 2012          | FY 2013     | FY 2014       |
| Title: Strategy & Doctrine                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                     |         | 6.798            | 6.305       | 7.309         |
| Description: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |                                     |         |                  |             |               |
| FY 2012 Accomplishments:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                                     |         |                  |             |               |

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| <b>Exhibit R-2, RDT&amp;E Budget Item Justification:</b> PB 2014 Air Force                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | <b>DATE:</b> April 2013                                                    |                |                |
| <b>APPROPRIATION/BUDGET ACTIVITY</b><br>3600: <i>Research, Development, Test &amp; Evaluation, Air Force</i><br>BA 6: <i>RDT&amp;E Management Support</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  | <b>R-1 ITEM NOMENCLATURE</b><br>PE 0605101F: <i>RAND Project Air Force</i> |                |                |
| <b>C. Accomplishments/Planned Programs (\$ in Millions)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | <b>FY 2012</b>                                                             | <b>FY 2013</b> | <b>FY 2014</b> |
| Provided for analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine.<br><b>FY 2013 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine.<br><b>FY 2014 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine.                                                                                                                                                                                                                                                                   |  |                                                                            |                |                |
| <b>Title:</b> Force Development<br><b>Description:</b> Provides analytical research across a broad spectrum of aerospace issues and concerns--force development employment.<br><b>FY 2012 Accomplishments:</b><br>Provided for analytical research across a broad spectrum of aerospace issues and concerns--force development employment.<br><b>FY 2013 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment.<br><b>FY 2014 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment.                            |  | 5.974                                                                      | 5.540          | 8.142          |
| <b>Title:</b> Manpower, Personnel & Training<br><b>Description:</b> Provides analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.<br><b>FY 2012 Accomplishments:</b><br>Provided for analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.<br><b>FY 2013 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training<br><b>FY 2014 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training |  | 5.974                                                                      | 5.540          | 7.309          |
| <b>Title:</b> Resource Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  | 11.690                                                                     | 6.689          | 8.559          |

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| <b>Exhibit R-2, RDT&amp;E Budget Item Justification:</b> PB 2014 Air Force                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | <b>DATE:</b> April 2013                                                    |                |                |
| <b>APPROPRIATION/BUDGET ACTIVITY</b><br>3600: <i>Research, Development, Test &amp; Evaluation, Air Force</i><br>BA 6: <i>RDT&amp;E Management Support</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | <b>R-1 ITEM NOMENCLATURE</b><br>PE 0605101F: <i>RAND Project Air Force</i> |                |                |
| <b>C. Accomplishments/Planned Programs (\$ in Millions)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  | <b>FY 2012</b>                                                             | <b>FY 2013</b> | <b>FY 2014</b> |
| <b>Description:</b> Provides analytical research across a broad spectrum of aerospace issues and concerns--resource management.<br><br><b>FY 2012 Accomplishments:</b><br>Provided for analytical research across a broad spectrum of aerospace issues and concerns--resource management.<br><br><b>FY 2013 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management.Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management.<br><br><b>FY 2014 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management.Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management. |  |                                                                            |                |                |
| <b>Title:</b> Intergrative Research/Direct Support<br><br><b>Description:</b> Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support.<br><br><b>FY 2012 Accomplishments:</b><br>Provided for analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support<br><br><b>FY 2013 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support.<br><br><b>FY 2014 Plans:</b><br>Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support.                                                                                                         |  | 1.621                                                                      | 1.505          | 1.637          |
| <b>Accomplishments/Planned Programs Subtotals</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  | 32.057                                                                     | 25.579         | 32.956         |
| <b>D. Other Program Funding Summary (\$ in Millions)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |                                                                            |                |                |
| N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |                                                                            |                |                |
| <b>Remarks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                                                            |                |                |

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| Exhibit R-2, RDT&E Budget Item Justification: PB 2014 Air Force                                                                                                                                                                                                                                                                                                                            |                                                              | DATE: April 2013 |
| APPROPRIATION/BUDGET ACTIVITY<br>3600: Research, Development, Test & Evaluation, Air Force<br>BA 6: RDT&E Management Support                                                                                                                                                                                                                                                               | R-1 ITEM NOMENCLATURE<br>PE 0605101F: RAND Project Air Force |                  |
| <b>E. Acquisition Strategy</b><br>A comprehensive review of RAND/Project AIR FORCE was completed in Sep 00 and led to a 5-year (FY01-FY05) Cost Plus / Fixed Fee contract, awarded on 01 Oct 00. A subsequent comprehensive review was conducted in FY05. A follow-on (FY06-FY10) Cost Plus / Fixed Fee contract was awarded in Oct 05. Option 2 of this contract was awarded in Sep 2010. |                                                              |                  |
| <b>F. Performance Metrics</b><br>Please refer to the Performance Base Budget Overview Book for information on how Air Force resources are applied and how those resources are contributing to Air Force performance goals and most importantly, how they contribute to our mission.                                                                                                        |                                                              |                  |