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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 6: RDT&E Management Support</i>	R-1 Program Element (Number/Name) PE 0605101F / <i>RAND Project Air Force</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	-	33.308	35.258	35.803	0.000	35.803	36.558	37.214	37.879	38.576	Continuing	Continuing
661110: <i>Project Air Force</i>	-	33.308	35.258	35.803	0.000	35.803	36.558	37.214	37.879	38.576	Continuing	Continuing
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

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 in accordance with 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.

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

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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 Support because this budget activity includes research, development, test and evaluation efforts and funds to sustain and/or modernize the installations or operations required for general research, development, test and evaluation.

B. Program Change Summary (\$ in Millions)	FY 2019	FY 2020	FY 2021 Base	FY 2021 OCO	FY 2021 Total
Previous President's Budget	34.614	35.258	35.869	0.000	35.869
Current President's Budget	33.308	35.258	35.803	0.000	35.803
Total Adjustments	-1.306	0.000	-0.066	0.000	-0.066
• 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	-1.306	0.000			
• Other Adjustments	0.000	0.000	-0.066	0.000	-0.066

Change Summary Explanation

Increase due to the increased Scientific Technical Equivalent Rate.

C. Accomplishments/Planned Programs (\$ in Millions)	FY 2019	FY 2020	FY 2021
Title: Strategy & Doctrine	8.200	8.300	8.480
Description: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine.			
FY 2020 Plans: Conducting analytical research across a broad spectrum of aerospace issues and concerns--integrative research/direct support.			
FY 2021 Plans: Will conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--integrative research/direct support			
FY 2020 to FY 2021 Increase/Decrease Statement:			

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C. Accomplishments/Planned Programs (\$ in Millions)		FY 2019	FY 2020	FY 2021
Increase due to increased analysis requirements				
Title: Force Development		8.202	8.340	8.426
Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--force development employment.				
FY 2020 Plans: Provide for continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment.				
FY 2021 Plans: Will conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment.				
FY 2020 to FY 2021 Increase/Decrease Statement: Increase due to increased analysis requirements				
Title: Manpower, Personnel & Training		7.202	8.340	8.480
Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.				
FY 2020 Plans: Conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.				
FY 2021 Plans: Will conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.				
FY 2020 to FY 2021 Increase/Decrease Statement: Increase due to increased analysis requirements				
Title: Resource Management		8.202	8.340	8.480
Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--resource management.				
FY 2020 Plans:				

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C. Accomplishments/Planned Programs (\$ in Millions)		FY 2019	FY 2020	FY 2021
<p>Conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.</p> <p>FY 2021 Plans: Will conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training.</p> <p>FY 2020 to FY 2021 Increase/Decrease Statement: Increase due to increased analysis requirements</p>				
<p>Title: Integrative Research/Direct Support</p> <p>Description: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--integrative research/direct support.</p> <p>FY 2020 Plans: Conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--integrative research/direct support.</p> <p>FY 2021 Plans: Will conduct continuing analytical research across a broad spectrum of aerospace issues and concerns--integrative research/direct support</p> <p>FY 2020 to FY 2021 Increase/Decrease Statement: Increase due to increased analysis requirements</p>		1.502	1.938	1.937
Accomplishments/Planned Programs Subtotals		33.308	35.258	35.803
D. Other Program Funding Summary (\$ in Millions)				
N/A				
Remarks				
E. Acquisition Strategy				
N/A				