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Exhibit R-2, RDT&E Budget Item Justification: PB 2022 Air Force **Date:** May 2021

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 0901538F / <i>Financial Management Information Systems Development</i>
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COST (\$ in Millions)	Prior Years	FY 2020	FY 2021	FY 2022 Base	FY 2022 OCO	FY 2022 Total	FY 2023	FY 2024	FY 2025	FY 2026	Cost To Complete	Total Cost
Total Program Element	0.000	8.983	6.993	4.852	0.000	4.852	-	-	-	-	-	-
672222: <i>Program Budget Enterprise Service (PBES)</i>	0.000	4.199	1.967	0.041	0.000	0.041	-	-	-	-	-	-
675177: <i>Cost Estimating Modeling (CEM)</i>	0.000	4.784	5.026	4.811	0.000	4.811	-	-	-	-	-	-

Program MDAP/MAIS Code: N87

A. Mission Description and Budget Item Justification

This program element develops upgrades to existing financial management systems. These upgrades are required to comply with auditability and transparency requirements as well as efficiencies in processing financial transactions. This program element also supports studies and analysis to improve future program planning and execution.

There are two programs within this program element: Program and Budget Enterprise Services (PBES) and Cost Estimating Modeling (CEM).

PBES is a software development effort that will utilize a Service Oriented Architecture (SOA) to deliver budgeting and programming capability for the Air Force and will replace the following legacy systems that support the budget formulation and force programming process: Automated Budget Interactive Data Environment System (ABIDES), Resource Allocation Programming Information Decision System (RAPIDS), Force Structure Data Management (FSDM), and Enhanced Tradespace Tool (ETT).

CEM is a knowledge-based study effort to improve Air Force-wide cost estimating by analyzing cost data and recommending changes to estimating models, methods, and tools. Activities also include studies and analysis to support both current program planning and execution and future program planning.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver financial management information system capabilities. In FY20 0.000M was expended for civilian pay expenses in this program element, and in FY21 0.000M is forecasted for civilian pay expenses in this program element.

This requirement supports performance of a full financial audit as required by title 10 U.S.C. Chapter 9A, Sec 240-D.

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 2020	FY 2021	FY 2022 Base	FY 2022 OCO	FY 2022 Total
Previous President's Budget	9.323	7.006	5.185	0.000	5.185
Current President's Budget	8.983	6.993	4.852	0.000	4.852
Total Adjustments	-0.340	-0.013	-0.333	0.000	-0.333
• Congressional General Reductions	0.000	-0.013			
• 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	-0.340	0.000			
• Other Adjustments	0.000	0.000	-0.333	0.000	-0.333

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Exhibit R-2A, RDT&E Project Justification: PB 2022 Air Force										Date: May 2021		
Appropriation/Budget Activity 3600 / 7					R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>				Project (Number/Name) 672222 / <i>Program Budget Enterprise Service (PBES)</i>			
COST (\$ in Millions)	Prior Years	FY 2020	FY 2021	FY 2022 Base	FY 2022 OCO	FY 2022 Total	FY 2023	FY 2024	FY 2025	FY 2026	Cost To Complete	Total Cost
672222: <i>Program Budget Enterprise Service (PBES)</i>	0.000	4.199	1.967	0.041	0.000	0.041	-	-	-	-	-	-
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-	-	-

A. Mission Description and Budget Item Justification

PBES will be the single solution software development effort to deliver planning, programming, budgeting and execution (PPBE) capability for the United States Air Force. PBES will replace legacy systems such as the Automated Budget Interactive Data Environment System (ABIDES), Resource Allocation Programming Information Decision System (RAPIDS), Force Structure Data Management (FSDM), and the Enhanced Tradespace Tool (ETT), supporting the budget formulation and force programming process. Upon full deployment of PBES, the system will be compliant with the Standard Financial Information Structure (SFIS) and Standard Line of Accounting (SLOA) conventions, which will enable data standardization across the Department of Defense (DoD).

Utilizing Business Process Re-engineering (BPR), the Air Force has designated PBES as the solution to deliver traceability of financial data in support of the PPBE process. Through the use of BPR, PBES will address excessive overhead, outdated business practices and other time-consuming support activities. PBES will make the budget formulation process more efficient by incorporating business best practices, organizing programming and budgeting personnel, as well as utilizing current technology. PBES will also eliminate checks and balances required of older technology, taking advantage of automated reconciliation services. In addition, the solution will allow the use of Authoritative Data Sources (ADS) for data exposure, resulting in more timely and accurate budget submissions to Office of the Secretary of Defense (OSD), Congress, and other internal and external customers.

A Commercial-off-the-Shelf (COTS) product has been selected as the tool of choice which will require minor configuration changes to meet the stated user requirements. This strategy requires no code changes to the actual COTS product and will drive lower support costs along with making future requirements changes easier in the out-years. Requirements will be satisfied through an iterative process of sprint development cycles, where usable capability is produced and made available to operational users after every sprint. The Integrated Product Office construct along with application of agile principles allows the program to properly plan system requirements, deliver early capability to the end users, achieve early return on investment of taxpayer dollars, division of risk, reduce waste, effectively respond to change, and continuously improve our processes.

This program element may include necessary civilian pay expenses required to manage, execute, and deliver financial management information system capabilities. The use of such program funds would be in addition to the civilian pay expenses budgeted in program element 0605831F. In FY19 \$0M and in FY20 \$0M was expended for civilian pay expenses in this program element.

This requirement supports performance of a full financial audit as required by title 10 U.S.C. Chapter 9A, Sec 240-D.

B. Accomplishments/Planned Programs (\$ in Millions)

	FY 2020	FY 2021	FY 2022
Title: PBES	4.199	1.967	0.041

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Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>	Project (Number/Name) 672222 / <i>Program Budget Enterprise Service (PBES)</i>

B. Accomplishments/Planned Programs (\$ in Millions)	FY 2020	FY 2021	FY 2022
<p>Description: Software development effort providing modern and enhanced planning, programming, budgeting and execution capabilities to the USAF. Funding supports engineering, cybersecurity, technical development, implementation and automated testing.</p> <p>ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> - Delivered additional development Sprints 12-18 (Expanded Planning, Program, and Budget capabilities) for test and fielding - Delivered programming/budgeting capability to Air Staff to shadow build the FY2022 PB - Received approval to deploy to MAJCOM and Air Staff users to support the FY2021 PB build - Received Limited Deployment 4 (Jan) and 5 (Jul) Authority to Proceed Memorandum - Migrated Legacy system historical data into PBES module (ETT, RAPIDS, ASARS, ABIDES) <p>FY 2021 Plans:</p> <ul style="list-style-type: none"> - Deliver data transfer for Plan-to-Program requirements defined and scheduled - Deliver development Sprints 19-20 (Expanded Planning, Program, and Budget capabilities) - Complete Full Deployment Authority to Proceed with Milestone Decision Authority - Deliver patches as needed to correct system deficiencies or upgrades required - Continue PBES acquisition planning, reporting, and execution activities - Continue to make updates to system design, configuration, test, and training - Continue to satisfy risk management framework (RMF) controls needed for ATO <p>FY 2022 Plans:</p> <ul style="list-style-type: none"> - Will continue acquisition deployment actions in preparation for the Capability Support Phase authority to proceed milestone decision. <p>FY 2021 to FY 2022 Increase/Decrease Statement:</p> <ul style="list-style-type: none"> - Funding decreased due to completion of primary development actions and preparation for sustainment in FY22. 			
Accomplishments/Planned Programs Subtotals	4.199	1.967	0.041

C. Other Program Funding Summary (\$ in Millions)											
Line Item	FY 2020	FY 2021	FY 2022	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Cost To	Total Cost
			Base	OCO	Total					Complete	
• OPAF 03 834010: <i>General Information Technology</i>	1.966	0.695	0.000	-	0.000	-	-	-	-	-	-

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Exhibit R-2A, RDT&E Project Justification: PB 2022 Air Force		Date: May 2021
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>	Project (Number/Name) 672222 / <i>Program Budget Enterprise Service (PBES)</i>

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

<u>Line Item</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u> <u>Base</u>	<u>FY 2022</u> <u>OCO</u>	<u>FY 2022</u> <u>Total</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>Cost To</u> <u>Complete</u>	<u>Total Cost</u>
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Remarks

D. Acquisition Strategy

PBES is a Business Category (BCAT) III program following DOD 5000.75 BCAC policy. The PBES strategy, supported by all Stakeholders, employed an empowered joint Program Office, Functional Community, and Senior Stakeholder group to rapidly develop, test, and deploy the DAF's Planning, Programming, and Budgeting capability within three years. This strategy required mutual trust and risk acceptance by all parties to be successful. Thus far, this strategy has been highly successful delivering PBES capabilities on schedule and substantially under budget.

The first step in this strategy utilized early risk reduction efforts (sometimes referred to as "prototyping") to prove the capability and contractors existed to meet users' needs. This was conducted using two 6-month contract vehicles which were both completed months early, delivering several hundred user requirements. The success of these efforts led to the strategy of selecting a COTS product called Oracle Hyperion and to hire a small-business system integrator (SI). The significance in both of these is that the COTS product and the SI have both already been deployed across commercial companies and multiple DoD agencies, thus reducing the risk for implementation by the Government.

Both contract awards for the SI and Oracle licenses were made in 1QFY2018, with substantial cost savings received by negotiating bulk license purchases for all DAF users. The development strategy employs agile development methods creating 8 week "Sprint" releases to deploy capability rapidly with substantial user feedback along the way. Twenty total Sprints were planned across three years in an attempt to match on-going Air Force PPBE cycles. As Sprints are developed and tested, they are then deployed for operational use.

Various DAF organizations used PBES to support the FY2022 PB build. Per the FY2018 decision, DAF Planners formally transitioned to PBES for the FY2023 DAF Plan creation in Feb 2021.

Full deployment of PBES is on schedule to be completed in 2QFY2022. The success of this strategy can be attributed to mutual buy-in by all parties, risk acceptance that the solution will not be perfect from the start, and an understanding that not all requirements are exactly known up-front and that changes will be required continuously to be successful.

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Exhibit R-3, RDT&E Project Cost Analysis: PB 2022 Air Force **Date:** May 2021

Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>	Project (Number/Name) 672222 / <i>Program Budget Enterprise Service (PBES)</i>
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Product Development (\$ in Millions)				FY 2020		FY 2021		FY 2022 Base		FY 2022 OCO		FY 2022 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			
PBES Systems Integrator	C/FFP	AFLCMC : Maxwell-Gunter AFB, AL	0.000	1.963	Dec 2019	0.539	Dec 2020	0.041	Dec 2021	-		0.041	-	-	2.728
Architecture	C/Various	Bowhead Technology : Alexandria, VA	0.000	0.118	Mar 2020	-		-		-		-	-	-	0.118
Subtotal			0.000	2.081		0.539		0.041		-		0.041	-	-	N/A

Support (\$ in Millions)				FY 2020		FY 2021		FY 2022 Base		FY 2022 OCO		FY 2022 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			
PBES DEV/TEST Hosting	MIPR	HEDC : Hill AFB, UT	0.000	1.480	Sep 2020	1.428	Apr 2021	-		-		-	-	-	2.883
PMO Technical/SME Support	C/FFP	TACG : Beavercreek, OH	0.000	0.177	May 2020	-		-		-		-	-	-	0.177
Cyber Security Analyst DDC-IT	C/FFP	DDC IT Services : Albuquerque, NM	0.000	0.179	Mar 2020	-		-		-		-	-	-	0.179
Cloud One/CIE/C1D	C/CPFF	Smartronix, Inc : Hollywood, MD	0.000	0.088	Jul 2020	-		-		-		-	-	-	0.088
Subtotal			0.000	1.924		1.428		-		-		-	-	-	N/A

Remarks
Hill AFB Enterprise Data Center

Test and Evaluation (\$ in Millions)				FY 2020		FY 2021		FY 2022 Base		FY 2022 OCO		FY 2022 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 Support	MIPR	96 Test Wing : Eglin AFB, FL	0.000	0.051	Dec 2019	-		-		-		-	-	-	0.051
Subtotal			0.000	0.051		-		-		-		-	-	-	N/A

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Exhibit R-4, RDT&E Schedule Profile: PB 2022 Air Force		Date: May 2021
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	FY 2020				FY 2021				FY 2022				FY 2023				FY 2024				FY 2025				FY 2026			
	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>Program Budget Enterprise Service</i>																												
System Integrator Contract Award																												
Develop/Modify Air Staff Application																												
Develop/Modify Planning Application																												
Limited Deployment Decision #4 (release final MAJCOM, Program & Budget Requests)																												
Limited Deployment Decision #5 (release Reporting, Data Warehouse & FSDM)																												
Full Deployment Decision (fully deploy PBES & authorize Legacy sys shutdown)																												

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Exhibit R-4A, RDT&E Schedule Details: PB 2022 Air Force		Date: May 2021
Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>	Project (Number/Name) 672222 / <i>Program Budget Enterprise Service (PBES)</i>

Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
Program Budget Enterprise Service				
System Integrator Contract Award	1	2021	1	2021
Develop/Modify Air Staff Application	1	2020	1	2021
Develop/Modify Planning Application	1	2020	2	2021
Limited Deployment Decision #4 (release final MAJCOM, Program & Budget Requests)	2	2020	2	2020
Limited Deployment Decision #5 (release Reporting, Data Warehouse & FSDM)	3	2020	3	2020
Full Deployment Decision (fully deploy PBES & authorize Legacy sys shutdown)	2	2022	2	2022

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Exhibit R-2A, RDT&E Project Justification: PB 2022 Air Force										Date: May 2021		
Appropriation/Budget Activity 3600 / 7					R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>				Project (Number/Name) 675177 / <i>Cost Estimating Modeling (CEM)</i>			
COST (\$ in Millions)	Prior Years	FY 2020	FY 2021	FY 2022 Base	FY 2022 OCO	FY 2022 Total	FY 2023	FY 2024	FY 2025	FY 2026	Cost To Complete	Total Cost
675177: <i>Cost Estimating Modeling (CEM)</i>	0.000	4.784	5.026	4.811	0.000	4.811	-	-	-	-	-	-
Quantity of RDT&E Articles	-	-	-	-	-	-	-	-	-	-		

A. Mission Description and Budget Item Justification

Cost Estimating Modeling (CEM) provides and enhances Air Force-wide cost estimating capabilities by developing current cost data and estimating methods and tools, data process reengineering, data structure development, and gap filling initiatives. In collaboration with the OSD Cost Assessment Data Enterprise (CADE) project (DoD's unified initiative to collect, organize, store, and use data more efficiently), these products will improve the quality, timeliness, and effectiveness of the acquisition program cost estimates required by statute (e.g., 10 USC 3221, 3227, 4251, 4252, 4253, and 4328) and policy directives (e.g., DoDI 5000.02, DoDI 5000.73) in support of AF and DoD acquisition decisions, programming and execution decisions, and Congressional mandates.

CEM will ensure the Air Force continuously improves cost estimating capabilities for broad cross-cutting areas, as well as specific to each weapon system type (aircraft, UAVs, ballistic missiles, tactical missiles, munitions, electronics and aircraft modifications, ground stations and automated information systems, space and launch vehicles). Changing technologies, acquisition laws, policy directives, and initiatives drive the need to revise cost estimating processes, methods, and tools. For example, current capability shortfalls reflect gaps in the ability to respond effectively to the laws and regulations that drive increased cost estimating demands such as FY16/17/18 NDAA reports (PL 114-92/114-328/115-91--provisions relating to Major Defense Acquisition Programs (Section 804 of the FY16 NDAA authorized rapid prototyping and rapid fielding of defense systems), Weapon System Acquisition Reform Act (WSARA) (provisions related to improving cost estimating quality, especially earlier in the program life-cycle and affordability analysis), Secretary of the Air Force Acquisition Excellence Plan (priorities to improve cost estimating capability and affordability analysis and improved cost estimating support to requirements process), and Office of the Secretary of Defense policy (initiatives on enhanced trade-off analysis, affordability analysis, and will- versus should-cost analysis). The CADE and CEM partnership is the lead example for better data initiatives designed as a response to a Congressional-expressed desire for better outcomes in acquisition. The partnership provides data/analysis/methods/tools and institutional knowledge at the analysts' fingertips versus the status quo inefficient, ad hoc approach.

This project will perform knowledge-based studies to include analyzing historical data and changing technologies/programmatics to develop new estimating methods (e.g. statistical tools, cost estimating relationships) across hundreds of product work breakdown structure elements and functional cost elements within each weapon system type noted above. Examples of areas of cost studies and modeling efforts that cut across all weapon system types are directed energy costs, software cost datasets and metrics; contract or engineering change order studies, analysis, and models; other government cost data, methods, and analysis tools (e.g., depot standup and government test); reliability and maintainability trends and impacts on cost; and fixed price contract performance.

CEM will deliver valuable analytical tools in support of higher quality/credible estimates (as required by statute and regulation) allowing for more realistic cost conscious decisions on over \$100B of critical warfighter capability.

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Exhibit R-2A, RDT&E Project Justification: PB 2022 Air Force	Date: May 2021
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Appropriation/Budget Activity 3600 / 7	R-1 Program Element (Number/Name) PE 0901538F / <i>Financial Management Information Systems Development</i>	Project (Number/Name) 675177 / <i>Cost Estimating Modeling (CEM)</i>
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This program element may include necessary civilian pay expenses required to manage, execute, and deliver financial management information system capabilities. The use of such program funds would be in addition to the civilian pay expenses budgeted in program element 0605831F.

The FY 2022 funding request was reduced by \$0.259 million to account for the availability of prior year execution balances.

B. Accomplishments/Planned Programs (\$ in Millions)

	FY 2020	FY 2021	FY 2022
<p>Title: CEM</p> <p>Description: Perform knowledge-based studies (KBS) — Develop/modernize cost data, data collection process improvements, collect and analyze data to develop new estimating methods (e.g. statistical tools, cost estimating relationships (CERs), schedule estimating relationships (SERs)), and perform other gap filling studies for aircraft, UAVs, ballistic and tactical missiles, munitions, electronics and aircraft modifications, ground stations and automated information systems, space, launch vehicles, and cross-cutting areas.</p> <p>ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> - Completed studies in the areas of space systems, depot over and above cost data and analysis, advanced materials and manufacturing processes, joint cost analysis research, engineering change orders, common computing environments (cloud), agile, cyber security, ground radios/terminals - Completed several data collection process reforms - Worked with OSD CADE team to implement data design and structure requirements into CADE system - Initiated studies of contract cost growth by contract type, UAV operating and support cost, ICBM escalation, general supply division cost increase to the flying hour program, terminal and radio dataset development cost, and digital engineering impact to program cost <p>FY 2021 Plans:</p> <ul style="list-style-type: none"> - Complete studies and renew Air Force cost estimating infrastructure in the areas of contract cost growth, UAV operating and support cost, ICBM escalation, general supply division cost increase to the flying hour program, terminal and radio dataset development cost, satellite sizing model updates, scheduling estimating relationships among space programs, resilient ground systems - DevOps, aircraft system engineering/program management database, and airborne open mission systems - Complete tool to automate collection of contract modifications and use this database to develop a benchmark tool to estimate engineering change orders in acquisition program phases - Review Air Force's use of digital engineering approaches and assess the perceived and demonstrated benefits and risks over a weapons system's life cycle - Continue to collect historical program data to fill gaps against defined data collection requirements from previous year efforts and integrate historical data collected into CADE system for central access to all DoD - Finalize product deliverable for studies started earlier 	4.784	5.026	4.811

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B. Accomplishments/Planned Programs (\$ in Millions)		FY 2020	FY 2021	FY 2022
<ul style="list-style-type: none"> - Continue to work with OSD CADE team to implement data design and structure requirements and visual analysis tool requirements into CADE system - Conduct weekly reviews with technical/cost teams and quarterly contractor progress reviews with entire government cost community <p>FY 2022 Plans:</p> <ul style="list-style-type: none"> - Will continue to collect historical program data to fill gaps against defined data collection requirements from previous year efforts and integrate historical data collected into CADE system for central access to all DoD - Will develop normalized data sets, benchmark metrics, and cost estimating methods/analytical tools with recent data collections - Will initiate studies that are topical/timely or surface from prior research - Will continue to work with OSD CADE team to implement data design and structure requirements and visual analysis tool requirements into CADE system - Will conduct weekly reviews with technical/cost teams and quarterly contractor progress reviews with entire government cost community <p>FY 2021 to FY 2022 Increase/Decrease Statement:</p> <ul style="list-style-type: none"> - Funding decreased to account for the availability of prior year funds 				
Accomplishments/Planned Programs Subtotals		4.784	5.026	4.811
C. Other Program Funding Summary (\$ in Millions)				
N/A				
Remarks				
N/A				
D. Acquisition Strategy				
Contracts are expected to be firm-fixed price and/or cost plus, and will be awarded through full and open competition and follow Federal Acquisition Regulations (FAR) guidelines. Headquarters Air Force will provide contract management oversight and direction. Contracted knowledge-based studies progress will be reviewed on a quarterly basis and adjusted as appropriate.				

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Exhibit R-4, RDT&E Schedule Profile: PB 2022 Air Force		Date: May 2021
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	FY 2020				FY 2021				FY 2022				FY 2023				FY 2024				FY 2025				FY 2026			
	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
CEM																												
Commodity Specific KBS Activities																												
Populate Data Templates w/ Commodity Specific KBS findings (ongoing)																												
Develop CERs/Estimating Tools/Models																												
Data / CERs / Tools / Models Deliverables (Feb 2020)																												
Data / CERs / Tools / Models Deliverables (Sep 2020)																												
Data / CERs / Tools / Models Deliverables (Feb 2021)																												
Data / CERs / Tools / Models Deliverables (Sep 2021)																												
Data / CERs / Tools / Models Deliverables (Feb 2022)																												
Data / CERs / Tools / Models Deliverables (Sep 2022)																												
Quarterly KBS Progress Reviews																												

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Exhibit R-4A, RDT&E Schedule Details: PB 2022 Air Force		Date: May 2021
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Schedule Details

Events by Sub Project	Start		End	
	Quarter	Year	Quarter	Year
CEM				
Commodity Specific KBS Activities	1	2020	4	2022
Populate Data Templates w/ Commodity Specific KBS findings (ongoing)	1	2020	4	2022
Develop CERs/Estimating Tools/Models	1	2020	4	2022
Data / CERs / Tools / Models Deliverables (Feb 2020)	2	2020	2	2020
Data / CERs / Tools / Models Deliverables (Sep 2020)	4	2020	4	2020
Data / CERs / Tools / Models Deliverables (Feb 2021)	2	2021	2	2021
Data / CERs / Tools / Models Deliverables (Sep 2021)	4	2021	4	2021
Data / CERs / Tools / Models Deliverables (Feb 2022)	2	2022	2	2022
Data / CERs / Tools / Models Deliverables (Sep 2022)	4	2022	4	2022
Quarterly KBS Progress Reviews	1	2020	4	2022