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Exhibit R-2, RDT&E Budget Item Justification: PB 2012 Air Force	DATE: February 2011
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APPROPRIATION/BUDGET ACTIVITY 3600: <i>Research, Development, Test & Evaluation, Air Force</i> BA 6: <i>RDT&E Management Support</i>	R-1 ITEM NOMENCLATURE PE 0605101F: <i>RAND Project Air Force</i>
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COST (\$ in Millions)	FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total	FY 2013	FY 2014	FY 2015	FY 2016	Cost To Complete	Total Cost
Total Program Element	34.457	26.752	27.579	-	27.579	29.179	30.860	32.569	34.380	Continuing	Continuing
661110: <i>Project Air Force</i>	34.457	26.752	27.579	-	27.579	29.179	30.860	32.569	34.380	Continuing	Continuing

A. Mission Description and Budget Item Justification

(U) 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. (U) 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.

(U) 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. (U) Looking ahead, 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. (U) 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. (U) 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. (U) This program is in budget activity 6- Management and Support, because it funds RAND Project AIR FORCE (PAF), the only Air Force Federally Funded Research and Development Center for studies and analyses.

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B. Program Change Summary (\$ in Millions)	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012 Base</u>	<u>FY 2012 OCO</u>	<u>FY 2012 Total</u>
Previous President's Budget	29.101	26.752	38.486	-	38.486
Current President's Budget	34.457	26.752	27.579	-	27.579
Total Adjustments	5.356	-	-10.907	-	-10.907
• Congressional General Reductions		-			
• Congressional Directed Reductions		-			
• Congressional Rescissions	-	-			
• Congressional Adds		-			
• Congressional Directed Transfers		-			
• Reprogrammings	-	-			
• SBIR/STTR Transfer	-	-			
• Other Adjustments	5.356	-	-10.907	-	-10.907

Change Summary Explanation

In FY12: Decrease of \$10.907 in FY12 is a result of decrease in the PE funding to support the core work that is accomplished each FY.

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Exhibit R-2A, RDT&E Project Justification: PB 2012 Air Force **DATE:** February 2011

APPROPRIATION/BUDGET ACTIVITY				R-1 ITEM NOMENCLATURE				PROJECT			
3600: <i>Research, Development, Test & Evaluation, Air Force</i> BA 6: <i>RDT&E Management Support</i>				PE 0605101F: <i>RAND Project Air Force</i>				661110: <i>Project Air Force</i>			
COST (\$ in Millions)	FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total	FY 2013	FY 2014	FY 2015	FY 2016	Cost To Complete	Total Cost
661110: <i>Project Air Force</i>	34.457	26.752	27.579	-	27.579	29.179	30.860	32.569	34.380	Continuing	Continuing
Quantity of RDT&E Articles	0	0	0	0	0	0	0	0	0		

A. Mission Description and Budget Item Justification

(U) 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. (U) 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.

(U) 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. (U) Looking ahead, 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. (U) 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. (U) 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. (U) This program is in budget activity 6- Management and Support, because it funds RAND Project AIR FORCE (PAF), the only Air Force Federally Funded Research and Development Center for studies and analyses.

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B. Accomplishments/Planned Programs (\$ in Millions)		FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total
Title: Strategy & Doctrine Description: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine. FY 2010 Accomplishments: Provides analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine. FY 2011 Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine. FY 2012 Base Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--strategy and doctrine. FY 2012 OCO Plans:		7.225	6.594	6.797	-	6.797
Title: Force Development Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--force development employment. FY 2010 Accomplishments: Provides analytical research across a broad spectrum of aerospace issues and concerns--force development employment. FY 2011 Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment. FY 2012 Base Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--force development employment. FY 2012 OCO Plans:		6.425	5.794	5.973	-	5.973
Title: Manpower, Personnel & Training		6.425	5.794	5.973	-	5.973

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B. Accomplishments/Planned Programs (\$ in Millions)		FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total
Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training. FY 2010 Accomplishments: Provides analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training. FY 2011 Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training. FY 2012 Base Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--manpower, personnel and training. FY 2012 OCO Plans:						
Title: Resource Management Description: Provides analytical research across a broad spectrum of aerospace issues and concerns--resource management. FY 2010 Accomplishments: Provides continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management. FY 2011 Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management. FY 2012 Base Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--resource management. FY 2012 OCO Plans:		7.425	6.994	7.211	-	7.211
Title: Intergrative Research/Direct Support		6.957	1.576	1.625	-	1.625

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B. Accomplishments/Planned Programs (\$ in Millions)												
						FY 2010	FY 2011	FY 2012 Base	FY 2012 OCO	FY 2012 Total		
<p>Description: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support.</p> <p>FY 2010 Accomplishments: Provides analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support</p> <p>FY 2011 Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support</p> <p>FY 2012 Base Plans: Provides for continuing analytical research across a broad spectrum of aerospace issues and concerns--intergrative research/direct support</p> <p>FY 2012 OCO Plans:</p>												
Accomplishments/Planned Programs Subtotals						34.457	26.752	27.579	-	27.579		
C. Other Program Funding Summary (\$ in Millions)												
	<u>Line Item</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012 Base</u>	<u>FY 2012 OCO</u>	<u>FY 2012 Total</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Cost To Complete</u>	<u>Total Cost</u>
•	N/A:	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Continuing	Continuing
D. Acquisition Strategy												
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.												
E. Performance Metrics												
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.												

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