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WASHINGTON, DC

OFFICE OF THE UNDER SECRETARY

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FROM: SAF/MG  
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SUBJECT: Air Force Guidance Memorandum: *Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE) Process*

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By Order of the Secretary of the Air Force, this Air Force Guidance Memorandum (AFGM) is the first instance of a to-be published Deputy Under Secretary of the Air Force, Management (SAF/MG) publication that immediately implements policies and procedures to be followed in executing the Air Force Strategy, Planning, Programming, Budgeting and Execution (SPPBE) Process. In collaboration with the Assistant Secretary of the Air Force, Financial Management and Comptroller (SAF/FM) and Deputy Chief of Staff for Strategic Plans and Requirements (AF/A5/8), the Deputy Under Secretary of the Air Force, Management (SAF/MG) oversees the development, evaluation, maintenance, and process improvement of SPPBE procedural policy. This AFGM details the current roles, responsibilities, and requirements of SPPBE process participants and stakeholders, coordination requirements, deliverables, and process change management. This policy will not be interpreted or implemented in any manner that would tend to undermine or conflict with Congressional assigned roles and responsibilities of impacted offices. The AF SPPBE process will remain responsive to changes the Office of the Secretary of Defense (OSD) makes in OSD's PPBE process.

Compliance with this memorandum is mandatory. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*. This memorandum applies to all Air Force organizations, including Air Force Reserve and Air National Guard units participating in the Air Force SPPBE process.

Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of

IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

This memorandum becomes void after one year has elapsed from the date of this memorandum, or upon publication of an Air Force instruction of the same policy and procedures, whichever is earlier.

MARILYN M. THOMAS, SES  
Deputy Under Secretary of the Air Force, Management and  
Deputy Chief Management Officer

Attachment:  
Strategy, Planning, Programming, Budgeting, and Execution Current State Playbook

**United States Air Force (USAF)**  
**Strategy, Planning, Programming,**  
**Budgeting, and Execution (SPPBE)**  
**Current-State Playbook**



**Version 4.1**  
09 December 2016

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## Document Control

**SAF/MG** is the designated Office of Primary Responsibility (OPR) for the management of this playbook and will cooperate with SMEs in their respective areas that impact this playbook.

Additionally, **SAF/MG** shall:

- Maintain this playbook with all attachments on the \_\_\_\_\_ SharePoint site under \_\_\_\_\_
- Coordinate reviews on an annual basis with **AF/A5/8** and **SAF/FM**
- Update the Version History section of this document
- Coordinate approval and acceptance of this playbook with the AF Leadership listed in the Co-Sponsor Approval section of this document

## Version History

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<b>27 July 2016</b>	Version 1 Publication	SAF/MG
<b>24 August 2016</b>	Version 2 Publication	SAF/MG
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<b>09 December 2016</b>	Version 4.1 Publication	SAF/MG

## 1.0 – SPPBE Current-State Playbook

### 1.1 – Introduction

The SPPBE process guides the AF alignment of resources to requirements while responding to policy and fiscal constraints from the Department of Defense (DoD). The AF supports the DoD in facilitating resources and prioritizing capabilities to align equipment, manpower, and support that enables the DoD to make fiscally sound decisions in support of the National Security Strategy (NSS) and the National Defense Strategy (NDS). The DoD Directive (DoDD) 7045.14 establishes and outlines the SPPBE process to develop, validate, approve, and implement fiscally sound decisions by leveraging past decisions and actions to develop and attain a future strategic vision.

The AF SPPBE process consists of five distinct, but overlapping phases; Strategy, Planning, Programming, Budgeting, and Execution. The Planning, Programming, and Budgeting phases are comprehensively documented in this playbook to establish a consistent and standardized SPPBE process with clearly defined requirements, work products, and roles and responsibilities. As a critical input into SPPBE, Strategy high-level process and requirements are annotated in this playbook for the user's edification. The Execution phase is also documented with high-level requirements, definitions, and work products.

The SPPBE process is a standard DoD process implemented every cycle in the AF. However, there are a few external factors that may impact the timely delivery of work products and responsibilities in the process. Based on SME feedback, there are four main, high-impact external factors that the AF must react to and mitigate in order to successfully complete the SPPBE process. The four main external factors that may have the greatest impact to the AF SPPBE process are the following:

- Presidential election changes the administration and guidance to the AF
- Office of the Secretary of Defense (OSD) decides when Quadrennial Defense Reviews (QDRs) are conducted to analyze strategic objectives and potential military threats
- OSD releases separate DoD Chief Information Officer (CIO) Strategic Planning Guidance (SPG) and Defense Planning Guidance (DPG)
- OSD releases Program Objective Memorandum (POM) Issue Papers late in the cycle

The **Presidential Election changes the administration and guidance to the AF**, which impacts the SPPBE process by altering SPPBE timelines and strategic guidance that are incorporated into the SPPBE process. To mitigate changes in strategic guidance and rework, the Planning process is delayed until the Presidential State of the Union address in mid-January. This delay compresses the timeline to approximately 2 months. Additionally, miscommunication of the new administration guidance and direction may create confusion in clearly understanding the strategic objectives of the AF. The delay in Planning combined with miscommunication of new administration guidance results in unclear deadlines and objectives for Programming and Budgeting stakeholders.

The **OSD decides when QDRs are conducted to analyze strategic objectives and potential military threats**, which impacts the SPPBE process by creating irregular and infrequent strategic guidance changes that may affect the Air Force Strategy and the Strategic Master Plan (SMP). Due to the irregular release of QDRs, the AF is limited in planning and allocating dedicated resources to effectively react and align to the new SMP guidance. Additionally, the Strategy, Planning, Programming, and Budgeting processes work proactively ahead of a current cycle to finalize work products for the Execution of current and past cycle funds. Alignment to the new SMP creates rework to the previous SPPBE cycle, current SPPBE cycle, and future SPPBE cycle work products. With limited resources, the AF is forced to prioritize and compress timelines to rework key work products in order to adjudicate per newly published QDR guidance.

The **OSD releases separately DoD CIO SPG and DPG**, which impacts the SPPBE process by potentially releasing contradictory guidance. The SPPBE process creates work products aligned to the first published guidance for the current and future SPPBE cycles. With the release of the secondary guidance, the AF must review the new guidance and re-align work products to the new, secondary guidance. This realignment creates rework and requires additional resources to review and adjudicate the work products to comply with the released guidance. This requires the AF to allocate current resources to rework work products on compressed timelines in order to align work products to both the DoD CIO SPG and DPG.

The **OSD releases POM Issue Papers late in the cycle**, which impacts the SPPBE process by decreasing the available time for stakeholders to review and provide sufficient responses to the Issue Papers and compresses their overall timeline. OSD dictates the AF process to review Issue Papers concurrently, causing the categorization of Issue Papers to Programmatic or Budget Issue Papers. Separate and concurrent reviews of the Issue Papers are conducted in the Programming and Budgeting phases in order to complete the processes prior to be President's Budget (PB) rollout. Further high-level detail of this concurrent process is in this playbook in **Appendix VII**.

These four external factors are critical to note and maintain stakeholder awareness in completing the AF SPPBE process. The current version of this playbook documents the current sequential process and not the process alternatives or reactions caused by the above external factors.

The SPPBE Current-State Playbook is the first step of an ongoing SPPBE process improvement effort where additional work will be required to further identify, document, and implement process improvements, including efforts to:

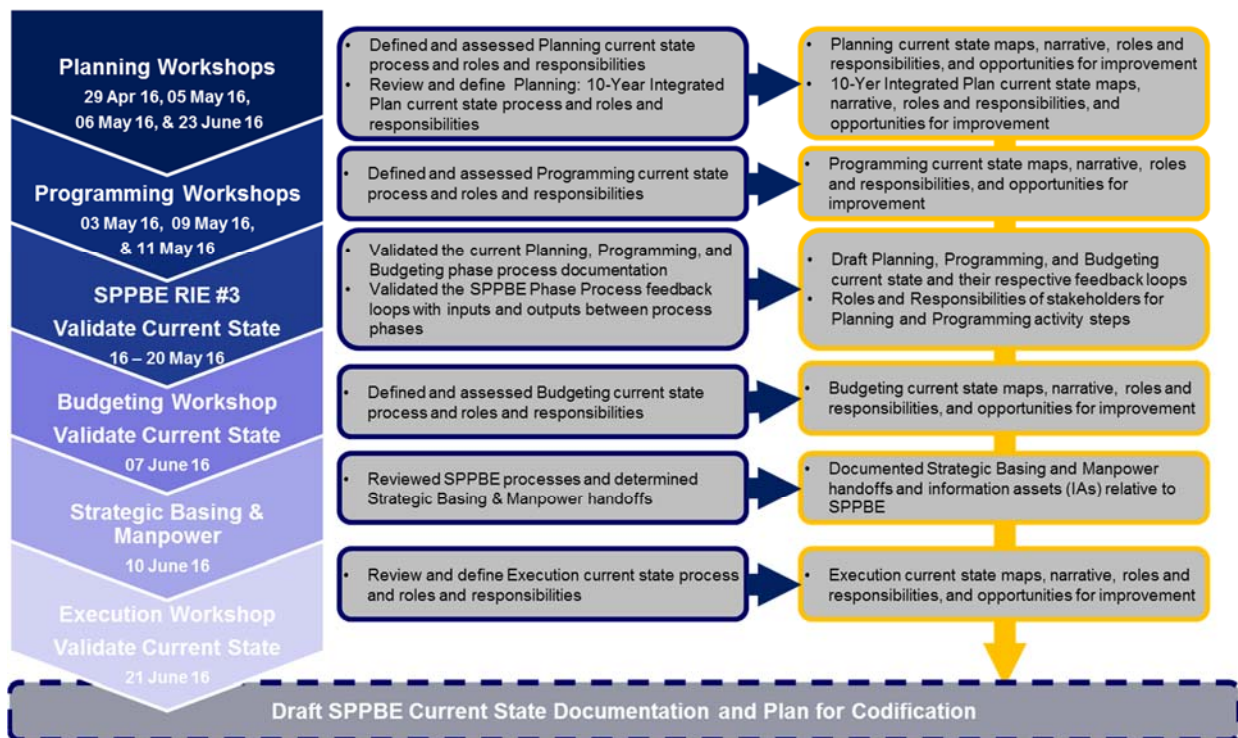
- Seek efficiencies, reduce duplication of effort, and optimize timelines
- Better distinguish the Planning and Programming roles
- Ensure Planning retains its strategic/long-term role
- Provide meaningful opportunity for strategic participation by Headquarters AF (HAF) horizontal integrators (Assistant Secretaries and Deputy Chiefs of Staff)
- Align AF regulations, delegations, statute, and policy



## 2.0 – SPPBE Process Documentation Approach

SPPBE SMEs provided process definitions, activities, business rules, and roles and responsibilities through a series of 1-day workshops and a 5-day rapid improvement event (RIE). The outcomes of these workshops and RIE are illustrated below in **Figure 1**, and were compiled, documented, and organized by utilizing suppliers, inputs, processes, outputs, and customers (SIPOC) methodology, process maps, process narratives, and roles and responsibilities matrices (Responsible, Accountable, Supportive, Consulted, Informed (RASCI) model) to document the current-state AF SPPBE process. Additional methodology detail for “Documenting the Current Process” and “Defining the Roles and Responsibilities” are located in Sub-sections 2.1 and 2.2 of this playbook.

**Figure 1 - Key Activities and Outcomes of the SPPBE Effort:**



### 2.1 – Approach – Documenting the Current Process

In order to codify the current-state SPPBE process, SMEs identified key activities and impactful information to initiate, transform, and produce outputs. The output of a previous key process activity informs the next key activity in that process flow as a new input of information for development and transformation in that key activity step.

The current-state SPPBE sequential process incorporates and aligns Manpower inputs, as well as Strategic Basing inputs into the SPPBE phases. Additionally, the interaction between the SPPBE processes and Manpower processes are identified via applicable work products developed and

passed between the two aligned processes. Supporting process work products are annotated on maps and in narrative in this playbook by inputs, aligned to a SPPBE key activity, and are labeled using SPPBE requirement name and supporting prerequisite requirement name.

The SIPOC methodology captures and documents a high-level summation of key process activities and the corresponding linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs). The SIPOCs are used to illustrate the information handoffs in each separate phase of the AF SPPBE process and may be referenced in *Appendix Section IV*.

In order to develop more detail and define the processes, SMEs provided process details to identify and align the roles for completing a particular process activity step. This accompanying narrative provides supporting information, step prerequisites, and the decisional requirements in order to complete the applicable key activity step. The current-state process map documentation codifies the AF SPPBE process flow and outlines the requirements for aligning the roles and responsibilities of key process stakeholders to be accountable for successful completion of a process. The applicable SPPBE process maps are incorporated in *Appendix Section V* of this playbook.

## 2.2 – Approach – Defining the Roles and Responsibilities

Organizations have equity in the SPPBE process and are responsible for completing process activity steps that create informational pushes and pulls for the next incoming and outgoing key activities of the process. Documentation of these organizations' process activity steps and their functions are captured by utilizing the RASCI model.

The definition of **RASCI** is below:

- **Responsible / OPR:** the office who is the doer or builder of the work products
- **Accountable / Approval:** the office to whom "R" is accountable and is the authority who provides oversight on work before it is effective
- **Supportive:** the office who provides resources or plays a supporting role in completion of the activity
- **Consulted / Coordinated:** the office who reviews work content and provides feedback and/or expertise necessary to complete the process step
- **Informed:** the office who needs to be notified of results but need not necessarily be consulted

## 2.3 – Approach – Using this SPPBE Current-State Playbook

This document contains contextual information regarding the AF SPPBE process and includes Manpower interactions. The SPPBE Current-State Playbook contains detailed process definitions that are documented in process maps, narratives, and RASCI. The accompanying process maps provide a visual representation of the activity steps required to successfully complete each phase of the SPPBE process.

- RASCI models codify the process roles and responsibilities
- High-level process maps provide an overall visual summation of the major activity steps included in each separate SPPBE phase
- SIPOCs provide a different high-level view of key process activity linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs) and was used as the starting point to create the detailed process maps
- Process maps graphically depict all activity steps and corresponding inputs and outputs associated with each phase of the SPPBE process
- Narratives provide descriptions of work performed for each activity step in the process maps and also provides contextual information on how to complete the process

To navigate this playbook; utilize the left hand navigation pane by clicking on the “View” tab in the tool ribbon, and select “Navigation Pane” in the “Show” section.

Then, click on the triangles beside each section to view the contents and expand the relevant selection. This allows the reader to navigate to that section, process maps, and individual steps. Hovering over a step in the navigation pane reveals the entire step title. The reader is able to click and drag the right border of the navigation pane to widen.

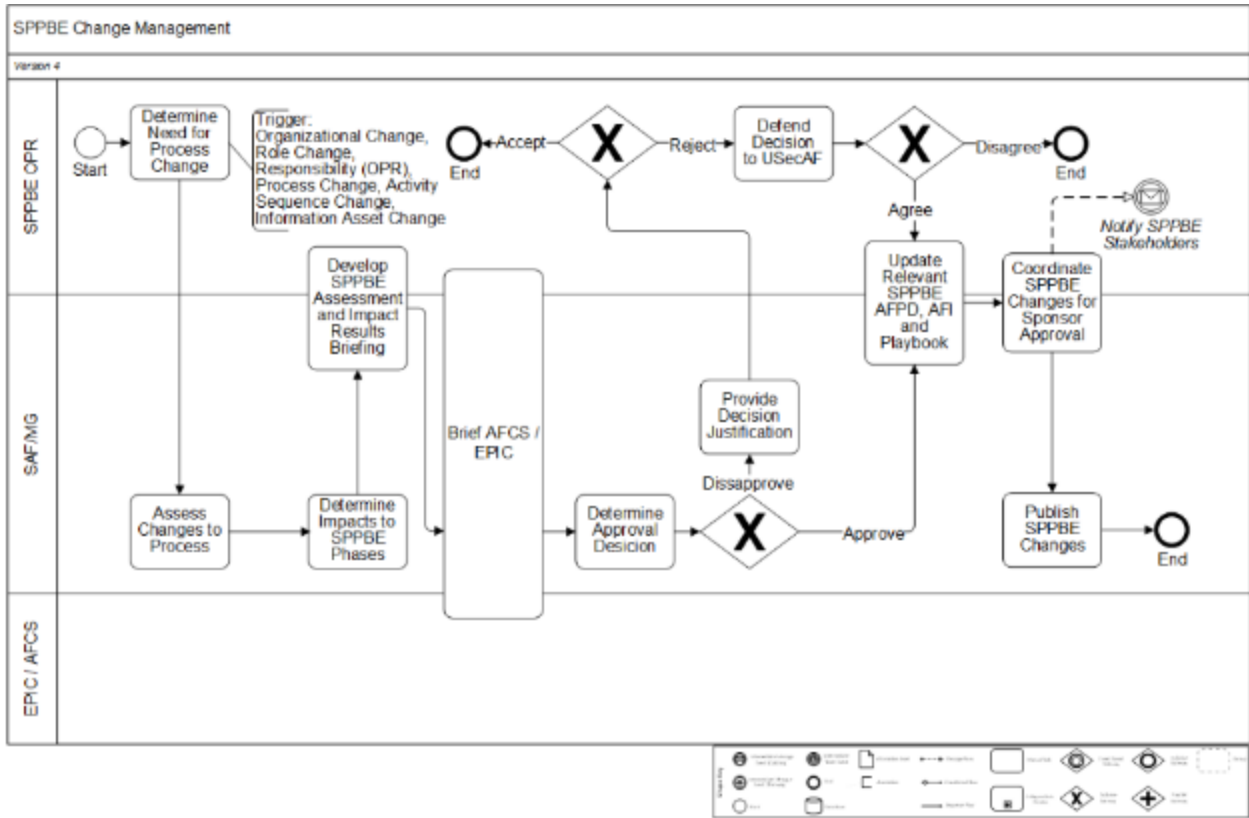
This playbook remains as a living document that can be revised or expanded by SPPBE key stakeholders to support future modifications, as needed. It has been produced in a manner that allows functional areas to extract relevant portions of the SPPBE process for use in their respective areas of responsibility. When adhered to, this playbook ensures standardization and promotes awareness of SPPBE across the AF.

## **2.4 – Process Change Management**

SAF/MG is the OPR for evaluating, maintaining, and administering changes to the SPPBE process within this playbook and associated SPPBE policy documents and Air Force Instructions. AF/A5/8 and SAF/FM are the functional SPPBE policy and process owners. Prior to implementing organizational changes, role changes, responsibility changes, work product changes, and process and process-relevant changes, key stakeholders shall submit process change requests to SAF/MG for review and impact assessment. SAF/MG will coordinate requests across the SPPBE key process stakeholders to ensure changes do not negatively impact efficiency and effectiveness of the overall process.

The SPPBE change management process, as illustrated below in *Figure 2*, defines the process for requesting and approving any additional SPPBE Current-State Playbook changes or updates moving forward, as necessary.

Figure 2 – SPPBE Change Management Process:



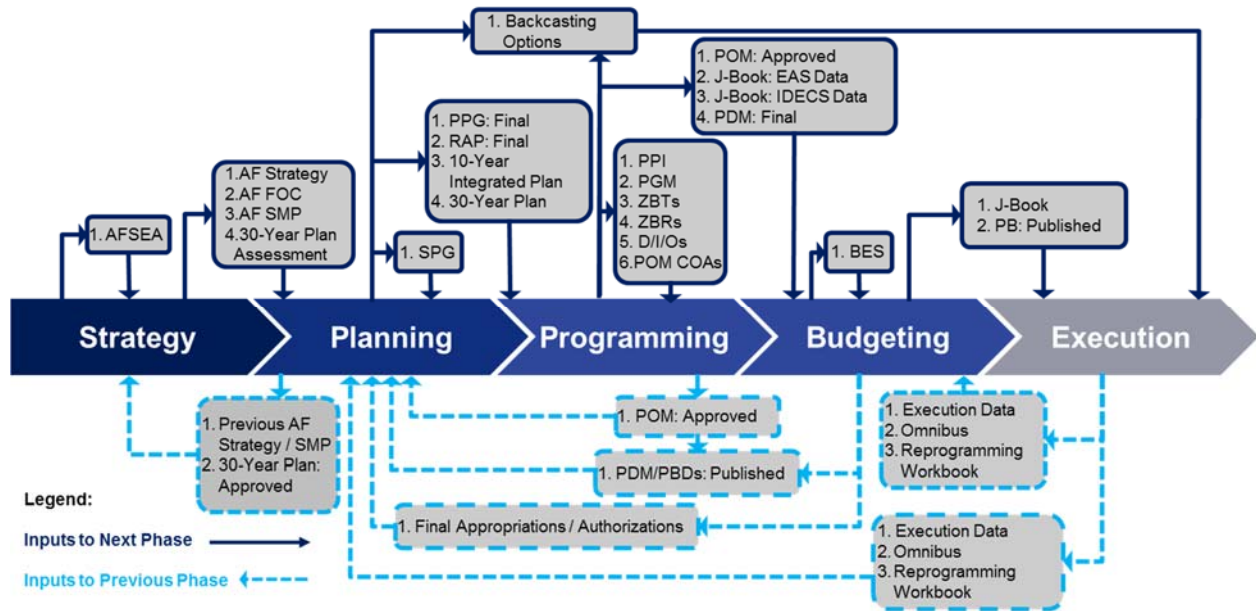
### 3.0 – High-Level SPPBE Phase Handoffs

The SPPBE lifecycle involves the following five major phases—Strategy, Planning, Programming, Budgeting, and Execution. The graphic below, **Figure 3**, illustrates critical exchanges of key deliverables between each of the phases in the SPPBE process. Some phases overlap, which results in participants providing multiple inputs into parallel SPPBE cycles, each representing an activity affecting different fiscal years (FYs). These inputs and outputs between the phases of SPPBE occur concurrently with multiple cycles, however, these inputs and outputs also occur sequentially for a single cycle.

The following list aligns key deliverable AF inputs to the respective SPPBE phase:

- **Strategy Inputs:** AF Strategic Environment Assessment (AFSEA), Previous AF Strategy and SMP, and 30-Year Plan: Approved
- **Planning Inputs:** AF Strategy, AF Future Operating Concept (AF FOC), AF SMP, 30-Year Plan Assessment, and SPG
- **Programming Inputs:** POM Preparation Instruction (PPI), Program Guidance Memorandum (PGM), Zero Balance Transfers (ZBTs), Zero Based Reprogrammings (ZBRs), Disconnects / Initiatives / Offsets (D/I/Os), Plan to Program Guidance (PPG): Final, Resource Allocation Plan (RAP): Final, 10-Year Integrated Plan, 30-Year Plan, POM Courses of Action (COAs), POM: Approved, Program Decision Memorandum (PDM) and Program Budget Decision (PBD): Published, Final Appropriations and Authorizations, Execution Data, Omnibus, and Reprogramming Workbook
- **Budgeting Inputs:** POM: Approved, Budget Estimate Submission (BES), Justification Book (J-Book): Exhibit Automation System (EAS) Data, J-Book: Integrated Budget Documentation and Execution System (IDECS) Data, PDM: Final, Execution Data, Omnibus, and Reprogramming Workbook
- **Execution Inputs:** J-Book, PB: Published, and Backcasting Options

**Figure 3 – Handoffs and Feedback Loops throughout the Phases of the SPPBE Process:**



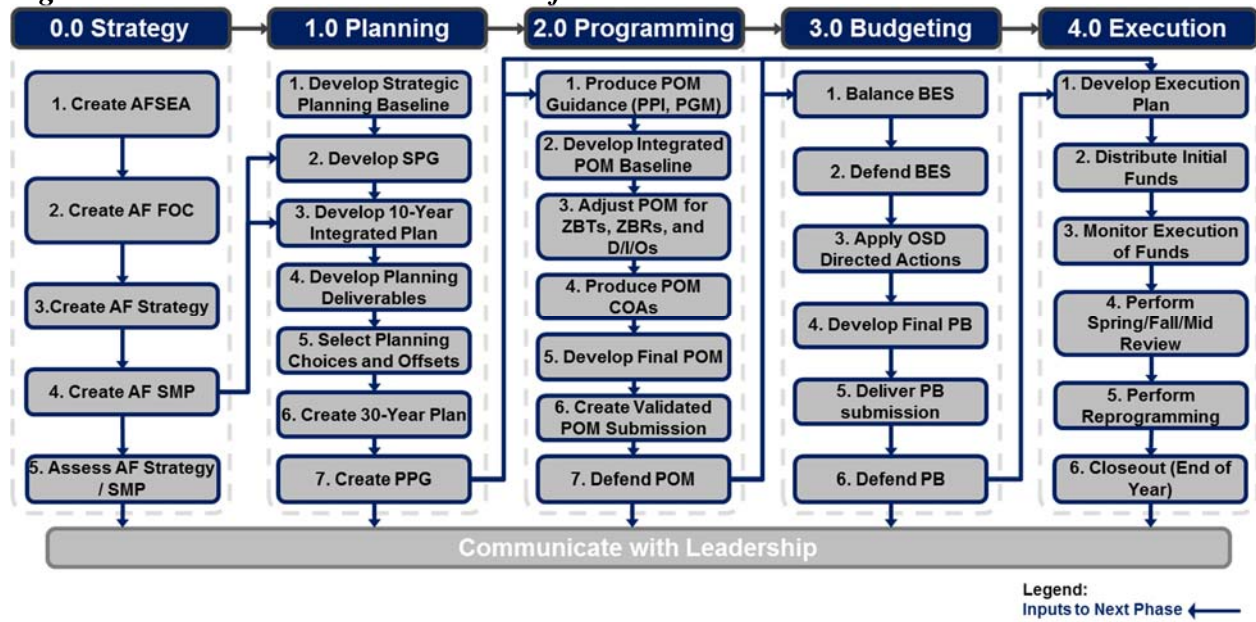
### 3.1 – High-Level SPPBE Process Summary

The SPPBE current-state process, as illustrated in **Figure 4**, includes phases as a framework to determine future capabilities and provide opportunities to re-examine prior decisions in light of evolving threats, economic conditions, and security concerns.

The phases of the SPPBE process are defined as follows:

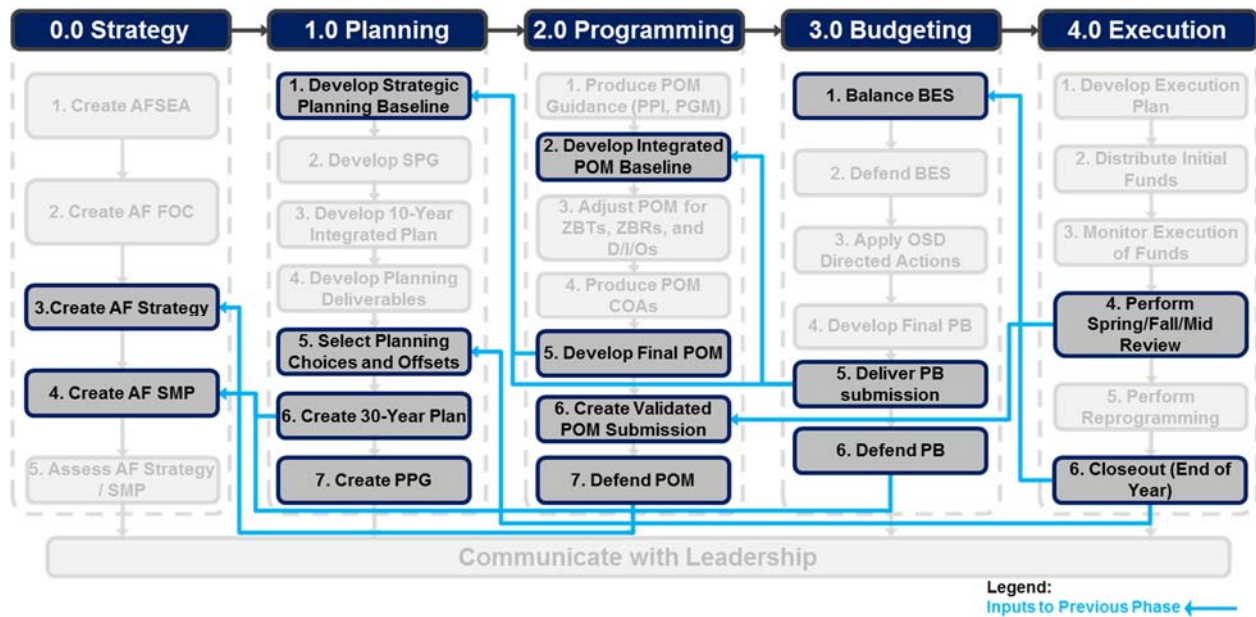
- **Strategy** articulates strategic guidance and establishes priority areas for investment, institutional change, and developing operational concepts to build an Air Force capable of overcoming future challenges
- **Planning** translates strategic guidance into an integrated, balanced, and prioritized AF Plan to guide Capability Development (CD), Programming, Budgeting, and shape Leadership strategic communications
- **Programming** allocates Future Year Defense Program (FYDP) resources guided by the AF Plan, Congress, OSD, Fiscal Guidance, and Fact-of-Life changes; reinforces the AF strategic message
- **Budgeting** updates POM pricing, applies Fact-of-Life changes and economic assumptions, incorporates Office of Management and Budget (OMB) and OSD directed changes, codifies justification, and defends the budget to Congress by echoing the AF strategic message
- **Execution** expends the resources provided by Congress to achieve the AF Strategy

**Figure 4 – Forward Phase Interactions of the SPPBE Process:**



The SPPBE process utilizes previous cycle work products as a baseline in creating current cycle work products. The high-level connection of previous cycle to the current cycle is illustrated below in *Figure 5*.

**Figure 5 – Previous Phase Interactions of the SPPBE Process:**



## 4.0 – SPPBE Phase 0 – Strategy

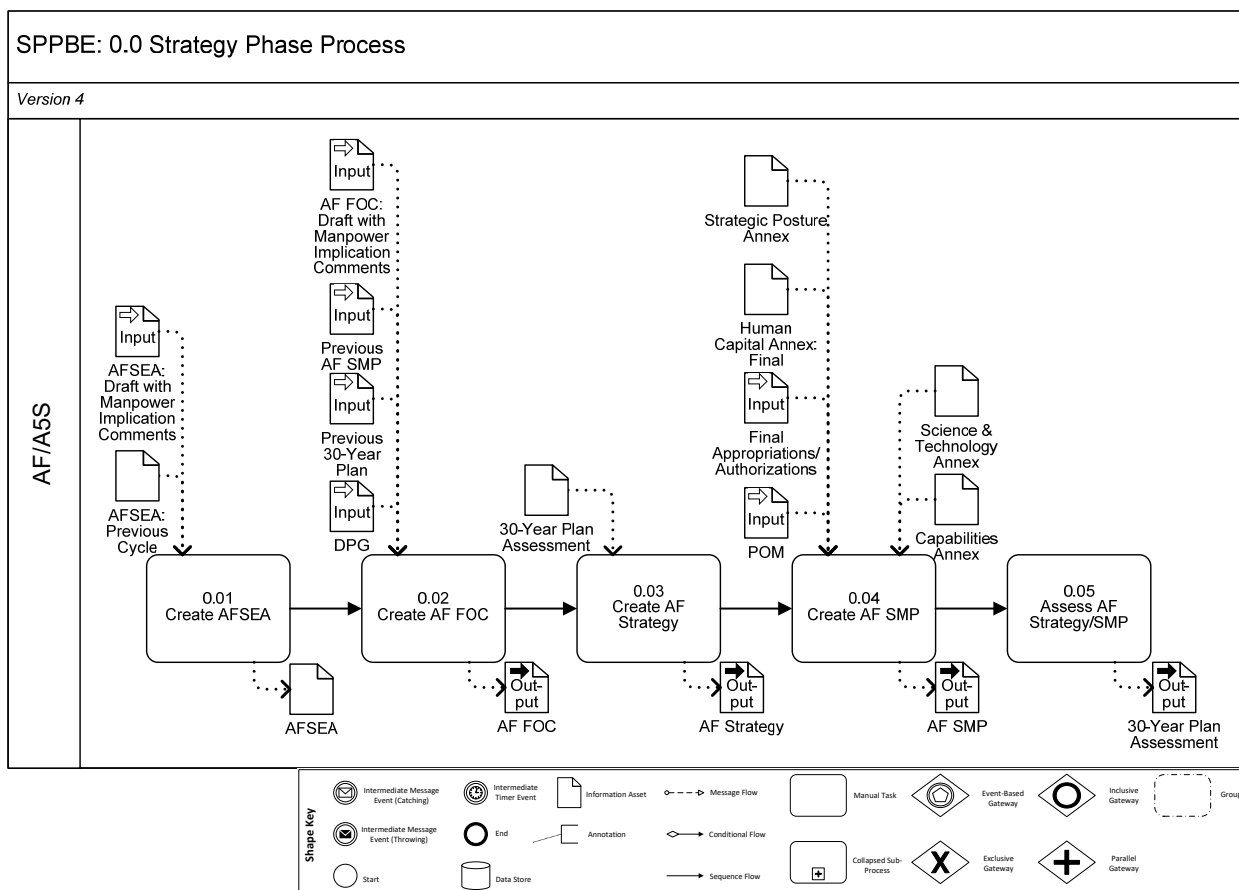
### 4.1 – Strategy Process Summary

The AF Strategy development establishes strategic priorities to achieve AF goals and define capabilities. In accordance with (IAW) DoDD 7045.14, the AF strategic plan effectively postures defense resources to align with and support the U.S. national security and foreign policy objectives. Strategy development begins with the Chief of Staff (CSAF) vision and ends with implementation and assessment of the AF SMP. The AF Strategy will evolve over time, requiring the resource allocation process to be equally flexible to strategic changes. During the AF Strategy phase, AF/A5S creates the AFSEA, AF FOC, AF Strategy, and the AF SMP in order to initiate the Planning phase.

### 4.2 – Strategy Process Map Summary

The Strategy process is outlined in the below figure and provides a high-level summary of the process in the following section based on SME discussions and inputs.

**Figure 6 – Strategy Process Summary Map:**





### 4.3 – Description of Process Steps: Strategy Phase

<p><b>0.0 Strategy Phase Process</b></p>	<p><b>Description:</b> The Strategy phase of the SPPBE process develops AF strategic documents that provide inputs for the Planning phase processes. The Strategy phase concludes with the implementation and assessment of the AF SMP. Successfully implementing SMP objectives that require significant resourcing involves close integration of the AF Strategy and SMP into the Planning phase. As such, AF/A5S provides near and mid-term strategic inputs at the beginning of the Planning cycle.</p>
<p><b>0.01 Create AFSEA</b></p>	<p><b>Activity Performer:</b> AF/A5S</p> <p><b>Description:</b> AF/A5S creates the current cycle AFSEA based on AF leadership guidance and is leveraged to create Planning guidance. The AFSEA is updated every 4 years and provides a concise, common baseline for AF strategic planning regarding the anticipated future strategic environment and the associated implications from an Airman’s perspective for delivering <i>Global Vigilance, Global Reach, and Global Power</i> through air, space, and cyberspace over the next 20 years. AF/A5S develops the AFSEA by: (1) compiling global trends based on research of existing projections from multiple authoritative sources; (2) determining which global trends are most relevant to the future AF operating environment over the next 30 years; (3) considering plausible alternative futures based on these key trends for the USAF to identify common features between them relevant to USAF strategic planning; and (4) determining implications relevant to AF strategic planning while avoiding solutions. AF/A5S collaborates with the HAF Strategy offices during the development of the AFSEA.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AFSEA: Previous Cycle, AFSEA: Draft with Manpower Implication Comments</p> <p><b>Output(s):</b> AFSEA</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A5SG</p> <p><b>Accountable:</b> AF/A5S (2-Star)</p> <p><b>Supportive:</b> AF/A1M</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> AF/A5SS</p>

<p><b>0.02 Create AF FOC</b></p>	<p><b>Activity Performer:</b> AF/A5S</p> <p><b>Description:</b> The AF FOC provides a 20-year vision of how the AF plans to conduct core missions in order to help overcome the national security challenges that are described in the AFSEA. AF/A5S leverages the previous cycle AF Strategy to develop the current cycle AF FOC, which is then incorporated into the current cycle AF Strategy. This overarching force development concept is not a directive, but provides context and direction for the AF Strategy, AF SMP, and subsequent wargaming and concept development. The AF FOC is reviewed every 2 years and is updated when there are changes in the AFSEA. The AF FOC is leveraged during the development of Planning guidance in the Planning phase. AF/A5S collaborates with the HAF Strategy offices during the development of the AF FOC.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Previous AF SMP, Previous 30-Year Plan, DPG, AFSEA, AF FOC: Draft with Manpower Implication Comments</p> <p><b>Output(s):</b> AF FOC</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A5SC</p> <p><b>Accountable:</b> AF/A5S</p> <p><b>Supportive:</b> AF/A1M, SAF/AQ</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> AF/A5SS</p>
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<p><b>0.03 Create AF Strategy</b></p>	<p><b>Activity Performer:</b> AF/A5S</p> <p><b>Description:</b> The AF Strategy considers future challenges articulated in the AFSEA over a 30-year planning horizon and identifies strategic vectors for creating capable and ready forces to overcome those challenges, as envisioned in the AF FOC. AF/A5S uses DoD strategic documents, as well as AF leadership guidance in order to develop the current cycle AF Strategy. The AF Strategy is informed by the AFSEA, as well as the NSS, NDS, National Military Strategy (NMS), and interim guidance provided by the President or the Secretary of Defense (SECDEF). The AF Strategy is updated every 4 years or as needed to respond to changes in AFSEA-derived implications or updated SecAF and CSAF guidance. AF/A5S collaborates with the HAF Strategy offices during the development of the AF Strategy. AF/A5S uses the AF Strategy to inform the current cycle AF SMP.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 30-Year Plan Assessment, AF FOC, Previous 30-Year Plan, DPG</p> <p><b>Output(s):</b> AF Strategy</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A5SS</p> <p><b>Accountable:</b> AF/A5S</p> <p><b>Supportive:</b> AF/A5SG, AF/A5SC, AF/A5SW, AF/A5SM, SAF/AQ</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> N/A</p>
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<p><b>0.04 Create AF SMP</b></p>	<p><b>Activity Performer:</b> AF/A5S</p> <p><b>Description:</b> AF/A5S creates the AF SMP based on senior leadership guidance in the AF Strategy. The AF SMP operationalizes the AF Strategy on a 20-year timeline by translating AF strategic objectives into authoritative planning direction, aligning activities across the AF, and providing a mechanism to track progress in achieving the AF Strategy. During the development of the AF SMP, AF/A5S conducts various strategic assessments of the following items: AF Strategy, previous AF SMP, POM, final appropriations/authorizations, as well as the previous cycle RAP. AF/A5S collaborates with the HAF and MAJCOM Strategy offices during the development of the AF SMP.</p> <p>The AF SMP contains additional contextual information in the AF SMP Annexes, which include: the Human Capital Annex, Strategic Posture Annex, Capabilities Annex, and the Science and Technology Annex. Each annex focuses on a foundational element of the AF Strategy and translates the comprehensive goals and objectives outlined within the AF SMP into tangible actions and priorities. Both the AF SMP and its associated annexes are comprehensively updated every 2 years based on assessing progress toward goals and objectives and SecAF and CSAF strategic guidance. Furthermore, the AF SMP and its associated annexes are leveraged to create Planning guidance during the Planning phase.</p> <p><b>Business Rule(s):</b> Utilize wargaming insights, wargaming recommendations, and strategic implementation assessments in support of developing AF SMP.</p> <p><b>Input(s):</b> AF Strategy, Previous AF SMP, POM, Final Appropriations / Authorizations, Human Capital Annex: Final, Strategic Posture Annex, Science &amp; Technology Annex, Capabilities Annex</p> <p><b>Output(s):</b> AF SMP</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A5SS</p> <p><b>Accountable:</b> AF/A5S</p> <p><b>Supportive:</b> AF/A5SG, AF/A5SC, AF/A5SW, AF/A5SM, AF/A1M, SAF/AQ</p> <p><b>Consulted:</b> AF Functionals, CFLs, MAJCOMs</p> <p><b>Informed:</b> N/A</p>
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<p><b>0.05 Assess AF Strategy / SMP</b></p>	<p><b>Activity Performer:</b> AF/A5S</p> <p><b>Description:</b> AF/A5S assesses the current cycle AF Strategy and AF SMP and incorporates them into the Planning phase. Assessments provide AF leadership insight on: progress towards achieving stated strategic priorities, actionable feedback that can be used to modify the AF Strategy and AF SMP, and strategic alignment evaluations to shape decision making and outcomes. Strategic assessments help distinguish whether the overall direction of the AF Strategy is being achieved through specific actions, proposals, and process outcomes.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF Strategy, AF SMP  <b>Output(s):</b> 30-Year Plan Assessment</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A5SM  <b>Accountable:</b> AF/A5S  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
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## 5.0 – SPPBE Phase I – Planning

### 5.1 – Planning Process Summary

The Planning phase of the AF SPPBE process is the link between the Strategy and Programming phases by determining the long-term needs of the AF through a strategic and resource informed perspective. In collaboration with key stakeholders across the HAF, Core Function Leads (CFLs), and the Air Reserve Component (ARC), AF/A8XP assesses and incorporates an analysis of AF capability, capacity, and readiness in relation to existing conditions, projected threats, and Joint Force requirements. A key outcome of the Planning phase is an executable, credible, and transparent AF plan that contains additional context regarding options for concepts, capabilities, and policies that delivers the force in a resource-constrained plan. The Planning guidance establishes a series of strategic vectors that creates a capable future force, and directs future capability development efforts aligned to those critical AF strategic vectors.

The Planning phase also translates long-range AF strategy and shapes senior leadership’s strategic communications for the overall AF SPPBE process. Planning guidance is a starting point for CFLs, and HAF Planners, including HAF Panel representatives, to develop the Core Function Support Plan (CFSP) and the SPG for directed products, which enables a balanced allocation of resources across a 30-Year Plan that enhances *Global Vigilance, Global Reach, and Global Power* across the range of military operations.

The Planning phase produces the 30-Year Plan, the 10-Year Integrated Plan, and the PPG all of which are updated each Planning cycle to accurately reflect any additional impactful modifications throughout the course of this phase. In addition, the Planning phase produces detailed guidance in regards to strategic capability and resource decision-making throughout the SPPBE process in its entirety. The 30-Year Plan gradually builds towards an affordable topline position to succeed across the core mission areas, and establishes the necessary foundational capabilities for the AF. The 10-Year Integrated Plan serves as a vector that realigns the AF Planning Choices towards the 30-Year Plan and also provides achievable targets for the duration of two sequential FYDPs.

### 5.2 – Planning Process Map Summary

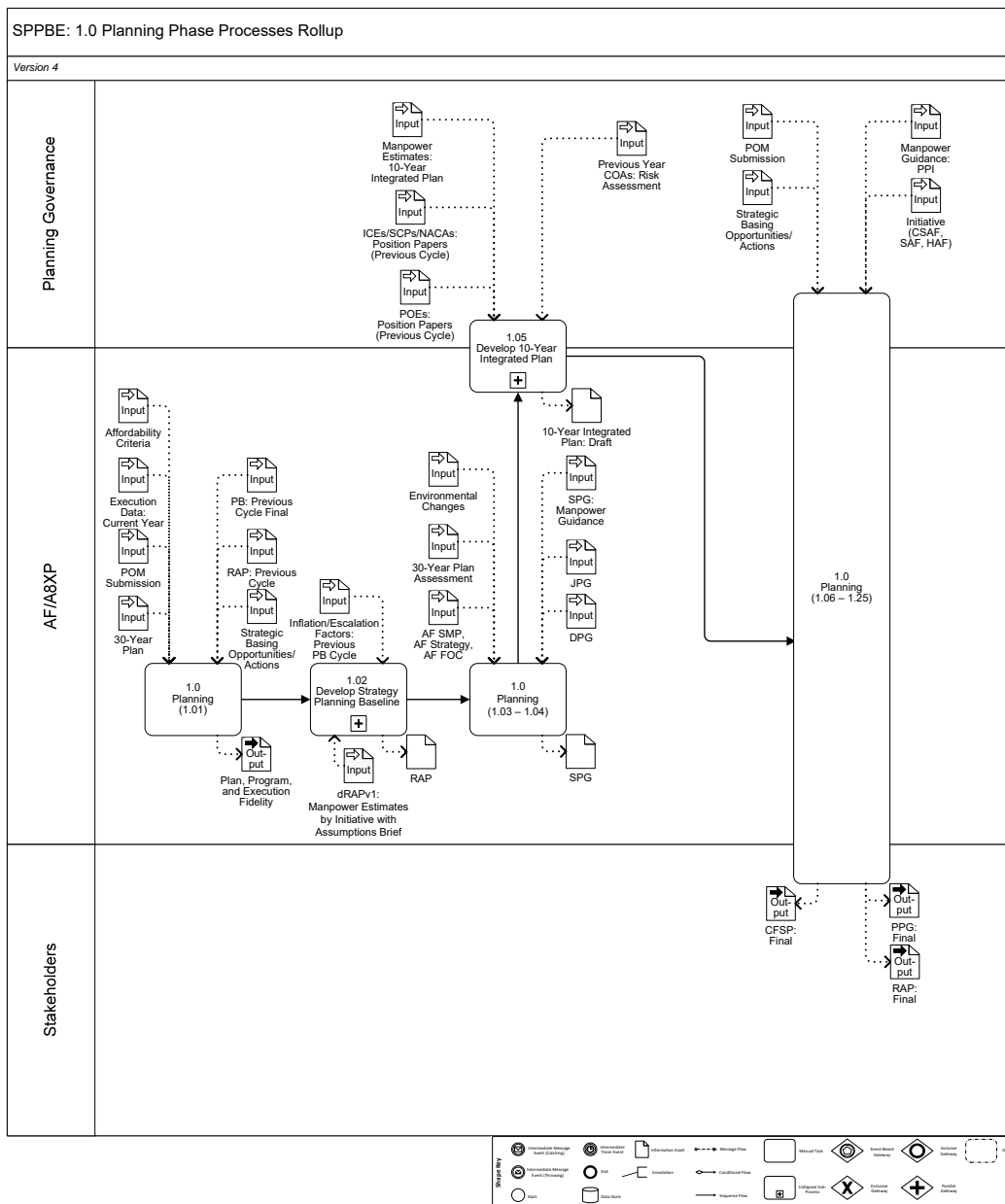
The high-level Planning phase process is outlined below in *Figure 7* and summarizes the detailed Planning process, as well as roles and responsibilities, which can also be found in the *Appendix Section V* for more information. The detailed Planning phase process maps provide in-depth contextual information that contains the specific process performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model documents the detailed roles and responsibilities of all stakeholders that are involved with the completion of each activity step that occurs in this phase.

The following is a list of Planning maps detailed in *Appendix Section V*:

- 1.00 – Planning
- 1.02 – Develop Strategic Baseline
- 1.05 – Develop the 10-Year Integrated Plan

In addition, a SIPOC model is in *Appendix Section IV*. The SIPOC provides a different view of the Planning phase and key process activity linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs) and was used as the starting point to create the detailed process maps.

**Figure 7 – Planning Process Summary Map:**



### 5.3 – Description of Process Steps: Planning Phase

<p><b>1.0 Planning Phase Process</b></p>	<p><b>Description:</b> The Planning phase of the AF SPPBE process brings together AF senior leadership to determine the priority and sequence of the AF Strategy objectives, and applies available AF resources to achieve those objectives; these resource allocation decisions provide direction to the Programming phase processes during the development of the POM.</p>
<p><b>1.01 Evaluate Plan, Program, and Execution Fidelity</b></p>	<p><b>Entry:</b> <i>Planning Phase is initiated by reviewing previous cycle and current cycle work products, current AF Strategy, and most recent PB.</i></p> <p><b>Activity Performer:</b> AF/A8XP</p> <p><b>Description:</b> The Planning phase begins with the review and analysis of the inputs listed below and results in a planning baseline. This baseline is a draft resource allocation plan position (dRAP) and is modified throughout planning year until a final RAP is created as part of the 30-Year Plan and handed over to AF/A8P as input to start their POM creation cycle. This activity step initiates the Planning phase of the SPPBE lifecycle.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Execution Data: Current Year; PB: Previous Cycle; 30-Year Plan; POM Submission; RAP: Previous Cycle; Strategic Basing Opportunities/Actions, Affordability Criteria</p> <p><b>Output(s):</b> Plan, Program, and Execution Fidelity</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A8P  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>
<p><b>1.02 Develop Strategic Planning Baseline (Sub-process)</b></p>	<p><b>Description:</b> The Strategic Planning Baseline is developed at the beginning of each new annual Planning cycle. The previous cycle POM influences Planning as an input in order to create a resource baseline at the macro-level. The Strategic Planning Baseline provides the starting point for CFL and HAF Planners to develop CFSPs and other SPG directed products and analyses. This baseline is comprised of the POM integrated baseline for the FYDP and also the current RAP beyond the FYDP (i.e., for FY19 Planning cycle, FY18 POM integrated baseline and FY18 RAP).</p> <p><b>Business Rule(s):</b> Data analysis performed by AF/A8XP, informed by the FYDP and RAP is a data comparison analysis that verifies the objectives and permissions changed based upon IT function modifications.</p>



<p><b>1.02.01</b>  <b>Retrieve Final PB Position from Previous SPPBE Cycle</b></p>	<p><i>Entry from Planning 1.0 Process, Step 1.01.</i>  <b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP reviews the previous year PB with SME support from AF/A8P and AF/A1M to confirm the final PB position in preparation for distribution.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: Previous Cycle, Inflation/Escalation Factors: Previous PB Cycle, Plan, Program, and Execution Fidelity  <b>Output(s):</b> PB: Previous Cycle</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A8P  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.02.02</b>  <b>Convert Programming Position to Planning Level of Detail</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP, with SME support from CFLs, incorporates inflation/escalation factors from the current year and the previous cycle's PBs into a Planning instruction.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Inflation/Escalation Factors: Previous PB Cycle, PB: Previous Cycle  <b>Output(s):</b> PB in Planning Form  <i>Parallel Gateway: Proceed to Step 1.02.03 and Step 1.02.04.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs  <b>Consulted:</b> AF/A8P  <b>Informed:</b> N/A</p>

<p><b>1.02.03</b>  <b>Create POM Baseline (ABIDES)</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB creates POM Baseline and uploads into Automated Budget Interactive Data Environment System (ABIDES) database.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Inflation/Escalation Factors: Previous PB Cycle, PB: Previous Cycle  <b>Output(s):</b> POM Baseline Extension  <i>Proceed to Step 1.02.05.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.02.04</b>  <b>Merge Prior RAP Post-FYDP to PB in Planning Form</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP combines the previous cycle RAP and the PB in Planning form in order to publish a RAP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAP: Previous Cycle, PB in Planning Form  <b>Output(s):</b> RAP: Copy, Send Notification: Update Manpower and Programming Execution System (MPES)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>1.02.05</b> <b>Overwrite FYDP Years</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP incorporates the final Planning PB and the RAP copy to make appropriate modifications and adaptations to the previous FYDP in order to calculate an updated TOA for the current year FYDP to create the initial draft RAP. Costing of the draft RAP is validated by SAF/FMC.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM Baseline Extension, RAP: Copy; Plan, Program, and Execution Fidelity, Manpower Estimates by Initiative with Assumptions Brief  <b>Output(s):</b> Draft RAP (dRAP)v0: FYDP Years</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> AF/A1M, SAF/FMC  <b>Informed:</b> CFLs, HAF Planners</p>
<p><b>1.02.06</b> <b>Calculate TOA for Out-Years</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP copies previous cycle's near-term, mid-term and far-term TOA allocation to establish the dRAPv0 converted to the planning cycle's constant year dollar values. Additional support is provided to AF/A8XP by SAF/FMC to cost strategic programs.  <b>Business Rule(s):</b> AF/A8XP copies TOA from the previous POM, and PB.</p> <p><b>Input(s):</b> dRAPv0: FYDP Years  <b>Output(s):</b> dRAPv0: Total Obligation</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> SAF/FMC  <b>Consulted:</b> N/A  <b>Informed:</b> CFLs, HAF Planners</p>

<p><b>1.02.07</b>  <b>Edit Transition between FYDP and Out-Years</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP, with SME support from the CFLs, adapts the first iteration of the draft RAP to produce an updated version that further identifies the current and future year financial plan.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> dRAPv0: Total Obligation, dRAPv1: Manpower Estimates by Initiative with Assumptions Brief  <b>Output(s):</b> dRAPv1, Send Notification: Update MPES</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs  <b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>
<p><b>1.02.08</b>  <b>Publish Strategic Planning Baseline</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP aligns Strategic Planning objectives to the financial projections of the FYDP. It is published across the AF and the draft RAP is updated with the Strategic Planning Baseline. For the purposes of completing this activity step, note that the Strategic Planning Working Group (SPWG) is an AF/A8X O-6 (or equivalent) led, cross-functional inclusive body that reports to AF/A5/8. Primary function includes planning force prioritization, investments, and trades aligned with Strategy, Planning, and Programming process and as informed by the Capability Development Council (CDC), coordinates CFL inputs via the CFSP process, and assesses the planning force against strategic objectives and CDC guidance. SPWG key stakeholders are identified by the AF Planning Governance Structure and defined in <i>Appendix III</i>.  <b>Business Rule(s):</b> Strategic Planning Baseline must incorporate newly identified Planning resources.</p> <p><b>Input(s):</b> dRAPv1  <b>Output(s):</b> RAP  <i>Proceed to Planning 1.0, Step 1.03.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A9, SAF/AQ, HAF Planners  <b>Consulted:</b> AF/A1M  <b>Informed:</b> CFLs, AF/A5R, AF/A5S, AF/A8P, SAF/FMC, SAF/LL, SPWG, AF Corporate Structure (AFCS)</p>

<p><b>1.03</b> <b>Develop SPG</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> The annual SPG outlines the requirements for the upcoming Planning cycle. It incorporates the DPG and emphasizes the AF SMP as the foundational roadmap to guide Planning activities and build a balanced 30-Year RAP. The document assigns actions to implement Planning Choices; lead and/or support the development of CFSPs; lead and/or support specific studies, initiatives, and other plans; and contribute to the 10-Year Integrated Plan.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> DPG, AF Strategy, AF SMP, AF FOC, 30-Year Plan Assessment, RAP, Environmental Changes, Joint Planning Guidance (JPG), SPG: Manpower Guidance, SPG: Approved or Disapproved Planning Governance Decision  <b>Output(s):</b> SPG, Send Notification: Develop SPG Manpower Guidance</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A9, AF/A5R, AF/A5S, Capability Development Working Group (CDWG), AF/A1M  <b>Consulted:</b> CFLs, HAF Planners  <b>Informed:</b> N/A</p>
<p><b>1.04</b> <b>Determine Approval on SPG</b></p>	<p><b>Activity Performer:</b> Planning Governance  <b>Description:</b> Approves the identified strategic objectives published by AF/A8XP. AF/A8XP is responsible for completing this activity step and generating work products with SME support from AF/A8X.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> SPG  <b>Output(s):</b> SPG: Approved or Disapproved Planning Governance Decision  <i>Exclusive Gateway: If 'Disapprove,' proceed to Step 1.03. If 'Approve,' proceed to Sub-process Step 1.05.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance  <b>Accountable:</b> AFCS  <b>Supportive:</b> AF/A8XP  <b>Consulted:</b> CFLs, HAF Planners  <b>Informed:</b> N/A</p>

<p><b>1.05</b>  <b>Develop 10- Year Integrated Plan</b>  <i>(Sub-process)</i></p>	<p><b>Description:</b> Enterprise-wide plan to drive the AF along SMP vectors toward an interim state aligned with the AF FOC. Characterized by clear, consistent, and transparent Planning efforts; contains and sequences key actions and decisions; guides the development of subsequent RAPs and CFSPs; defines enterprise-level Planning options and alternatives; provide increased decision space and a strategic narrative with demonstrable priorities. It will be inextricably linked to CFSPs. The 10-Year Integrated Plan will be revisited annually and revised to the extent necessary as determined by senior leadership.</p> <p><b>Business Rule(s):</b> The 10-Year Integrated Plan must inform Core Function Support Plans.</p>
<p><b>1.05.01</b>  <b>Initiate Mission Analysis</b></p>	<p><i>Entry from Planning 1.0, Step 1.04.</i></p> <p><b>Activity Performer:</b> AF/A8XP</p> <p><b>Description:</b> Review/update Planning facts, assumptions, and tasks; agree upon desired end state; draft COA to reach desired end state. In-Progress Review, Analysis (IPR A) – Brief results of Mission Analysis to HAF 2-Letters and Vice Commander (CV) to gain vector check; refine 10-Year Integrated Plan based on feedback; issue a Fragmentary Order (FRAGO) to SPG if appropriate.</p> <p><b>Business Rule(s):</b> AF Strategy, SMP, and AF FOC must inform and influence the strategic priorities of the 10-Year Integrated Plan. AF/A8XP is responsible for facilitating this activity step and generating work products with SME support from the SPWG.</p> <p><b>Input(s):</b> RAP, 30-Year Plan Assessment, SPG, AF FOC, Environmental Changes, AF SMP, Manpower Impacts: IPR A</p> <p><b>Output(s):</b> IPR A: Draft</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8XP</p> <p><b>Accountable:</b> SPWG</p> <p><b>Supportive:</b> HAF Planners, CFLs, AF/A9, AF/A1M</p> <p><b>Consulted:</b> Planning Governance</p> <p><b>Informed:</b> N/A</p>

<p><b>1.05.02</b> <b>Refine Mission Analysis</b></p>	<p><b>Activity Performer:</b> SPWG  <b>Description:</b> The SPWG is responsible, with SME support from CFLs, to refine the Mission Analysis with additional data for analysis integrity for AF/A8XP to review with the Planning Board and Planning Council for feedback. SPWG key stakeholders are identified by the AF Planning Governance Structure and defined in <i>Appendix III</i>.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> IPR A: Draft, SPWG Manpower Refined: IPR A  <b>Output(s):</b> IPR A: SPWG Refined</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SPWG  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.05.03</b> <b>Finalize Mission Analysis</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP finalizes, with SME support from CFLs, the Mission Analysis for review with the Planning Board and Planning Council for feedback that will be incorporated in the COA development and recommendation.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> IPR A: SPWG Refined, Finalized Manpower Updates: IPR A  <b>Output(s):</b> IPR A: Finalized</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, AF/A1M  <b>Consulted:</b> HAF Planners  <b>Informed:</b> N/A</p>

<p><b>1.05.04</b>  <b>Present IPR A</b>  <b>Mission Analysis</b>  <b>Products (PBoard)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PBoard)  <b>Description:</b> The Planning Board, chaired by AF/A8XP, is briefed and assesses the finalized Mission Analysis Products to provide comments for incorporation into COA development and recommendation.  <b>Business Rule(s):</b> Must review all possible COAs and assesses each separate COAs ability to satisfy AF strategic requirements.</p> <p><b>Input(s):</b> IPR A: Finalized, Manpower Impacts Briefing: IPR A  <b>Output(s):</b> IPR A: PBoard Comments</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PBoard)  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> HAF Planners</p>
<p><b>1.05.05</b>  <b>Present IPR A</b>  <b>Mission Analysis</b>  <b>Products</b>  <b>(PCouncil)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PCouncil)  <b>Description:</b> The Planning Council, chaired by AF/A8XP is briefed and assesses the finalized Mission Analysis Products to provide comments for incorporation into COA development and recommendation.  <b>Business Rule(s):</b> Must review all possible COAs and assesses each separate COAs ability to satisfy AF strategic requirements.</p> <p><b>Input(s):</b> IPR A: PBoard Comments  <b>Output(s):</b> IPR A: PCouncil Comments  <i>Exclusive Gateway: If 'Comments,' proceed to Step 1.05.06. If 'No Comments,' proceed to Step 1.05.07.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PCouncil)  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> HAF Planners</p>



<p><b>1.05.06</b> <b>Refine IPR A</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP is responsible for compiling and incorporating comments from the Planning Board and Planning Council to refine the Mission Analysis which will inform drafting the initial COAs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> IPR A: PCouncil Comments, Manpower Information Support Slide/Spreadsheet: IPR A Refined  <b>Output(s):</b> IPR A: Refined PCouncil Feedback</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>
<p><b>1.05.07</b> <b>Initiate COA Development</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP is responsible for incorporating the Planning Council and Planning Board Comments to inform the initial drafting of COAs. Previous year COAs are utilized with their accompanying risk assessment as a baseline to draft the current cycle COAs. The COA draft incorporates a Problem Statement, Planning Facts, Assumptions, and Investment Priorities. COA development includes changes in strategy, technology, political environment, and other additional offsets.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> IPR A: Refined PCouncil Feedback, Previous Year COAs: Risk Assessment, IPR A: PCouncil Comments, Manpower Information Support Slide/Spreadsheet: COAs  <b>Output(s):</b> Initial Draft COAs</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>

<p><b>1.05.08</b>  <b>Refine COA Development</b></p>	<p><b>Activity Performer:</b> SPWG  <b>Description:</b> The SPWG provides COA supportive data to inform the strategic direction and financial objectives that will be leveraged to inform Strategic Planning Choice Options and Wargame COAs. The provided supportive data enables Leadership to select the option that most appropriately aligns the AF to the AF Vision with confidence in the ability to achieve the strategic goals.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Initial Draft COAs, Manpower Resource Information Impacts: SPWG  <b>Output(s):</b> COA Guidance, COAs (SPWG)  <i>Parallel Gateway: Proceed to Step 1.05.09 and Step 1.05.10.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SPWG  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>
<p><b>1.05.09</b>  <b>Develop Strategic Planning Choice Options</b></p>	<p><b>Activity Performer:</b> CFLs  <b>Description:</b> CFLs provide COA supportive data by informing the strategic direction and financial objectives for the COA development in In-Progress Review, COA (IPR C). Additional support is provided to the CFLs by SAF/FMC to cost planning choice options. The Strategic Planning Choice Options are leveraged in the creation of the 10-Year Integrated Plan.  <b>Business Rule(s):</b> The Independent Cost Estimates (ICEs), Service Cost Positions (SCPs), Non Advocate Cost Assessments (NACAs), and Program Office Estimates (POEs) are respectively hierarchical in authority as data sources and must be utilized in this sequence as applicable.</p> <p><b>Input(s):</b> COA Guidance, COAs (SPWG), Manpower Impact Estimates: Based on Planning Choice Options, ICEs/SCPs/NACAs: Planning Options (Previous Cycle), POEs: Planning Options (Previous Cycle)  <b>Output(s):</b> Strategic Planning Choice Options  <i>Proceed to Step 1.05.16.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> CFLs  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M, SAF/FMC  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>1.05.10</b>  <b>Incorporate Wargame COAs</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP receives refined COAs and guidance, which are tested and evaluated for operational capability, to incorporate any additional modifications identified from wargaming to the COAs for selecting the appropriate COA for recommendation to Leadership.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> COA Guidance, COAs (SPWG)  <b>Output(s):</b> Wargame COAs</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, AF/A9, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> HAF Planners</p>
<p><b>1.05.11</b>  <b>Develop COA Selection Brief</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP leverages Wargame COAs to provide strategic instructional guidance for the Planning Governance Structure to recommend a COA for Leadership approval.  <b>Business Rule(s):</b> A prerequisite to completing the 10-Year Integrated Plan is COA selection, which is the process of IPR C.</p> <p><b>Input(s):</b> Wargame COAs, IPR C: Decision Brief, Manpower Information Support Slide/Spreadsheet: IPR C Brief  <b>Output(s):</b> IPR C: Initial Brief</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A9</p>

<p><b>1.05.12</b>  <b>Recommend COA (PCouncil, PBoard)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PCouncil, PBoard)  <b>Description:</b> Planning Council and Planning Board reviews and approves the recommended COA for distribution to AF Leadership. They identify COA analysis gaps for the accompanying COA justification required for Leadership review and approval.  <b>Business Rule(s):</b> Planning Board approval is a prerequisite to Planning Council approval.</p> <p><b>Input(s):</b> IPR C: Initial Brief, Manpower Impacts Briefing: IPR C  <b>Output(s):</b> COA: Recommended</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PCouncil, PBoard)  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs, AF/A9  <b>Informed:</b> HAF Planners</p>
<p><b>1.05.13</b>  <b>Determine if Additional Experimentation and Analysis is Required</b></p>	<p><b>Activity Performer:</b> Planning Governance  <b>Description:</b> The Planning Council and Planning Board determines if the Recommended COA and its accompanying justification is sufficient for Leadership approval. If applicable, gaps in the justification are identified and adjudicated before being briefed to the VCSAF and USecAF.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> COA: Recommended  <b>Output(s):</b> IPR C: Decision Brief  <b>Exclusive Gateway:</b> <i>If 'Additional Analysis Required,' proceed to Step 1.05.11. If 'Additional Analysis Not Required,' proceed to Step 1.05.14.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> CFLs, AF/A9</p>

<p><b>1.05.14</b>  <b>Refine COA Selection Brief</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP is responsible for refining the Decision Brief and incorporating Planning Board and Planning Council feedback prior to briefing the VCSAF and USecAF of the recommended COA that will be incorporated into the 10-Year Integrated Plan.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> IPR C: Decision Brief  <b>Output(s):</b> IPR C: Decision Brief Feedback</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> CFLs, AF/A9</p>
<p><b>1.05.15</b>  <b>Select COA (VCSAF, USecAF)</b></p>	<p><b>Activity Performer:</b> Planning Governance (VCSAF, USecAF)  <b>Description:</b> VCSAF and USecAF reviews and approves the Recommended COA to validate alignment with the AF strategic objectives and vision. The approved COA is incorporated into the draft 10-Year Integrated Plan.  <b>Business Rule(s):</b> The selected COA is identified and must be reviewed annually.</p> <p><b>Input(s):</b> IPR C: Decision Brief Feedback  <b>Output(s):</b> Approved COA</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (VCSAF, USecAF)  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> CFLs, AF/A9</p>

<p><b>1.05.16</b>  <b>Develop 10-Year Integrated Plan, IPR F</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP is responsible for integrating the approved COA to finalize the 10-Year Integrated Plan. This phase of the 10-Year Integrated Plan development is the In-Progress Review, Final (IPR F) phase.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Approved COA, Strategic Planning Choice Options, Manpower Estimates: 10-Year Integrated Plan  <b>Output(s):</b> 10-Year Integrated Plan: Draft  <i>Proceed to Planning 1.0, Step 1.06.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> SPWG  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> HQ Air Staff (2-Letters), SecAF, USecAF, CSAF, VCSAF  <b>Informed:</b> N/A</p>
<p><b>1.06</b>  <b>Develop SPF</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> Utilizing the Strategic Prioritization Framework (SPF) decision-enabling tool, HAF-level teams with collaborative CFL input assess each Planning deliverable through objective variables. Options are scored based on strategic fit, economic validity, and feasibility. Return scores to HAF Planners with constructive feedback.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF Strategy, AF SMP, AF FOC, RAP, SPG, 10-Year Integrated Plan: Draft, Manpower Estimates: 10-Year Integrated Plan  <b>Output(s):</b> Strategic Criteria Weighting</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, HAF Planners, SPWG, AF/A9  <b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>

<p><b>1.07</b>  <b>Identify</b>  <b>Tradespace</b>  <b>/Develop Position</b>  <b>Papers (HAF</b>  <b>Planners)</b></p>	<p><b>Activity Performer:</b> HAF Planners</p> <p><b>Description:</b> HAF Planners are responsible for reviewing AF Strategic Planning documents in order to identify specific guidance and areas of priority. Guidance is translated into mission requirements in alignment with strategic priorities. HAF Planners produce a prioritized list of enterprise investments and a prioritized list of offsets to fund enterprise Planning Choices. Additionally, HAF Planners bring forward lowest priority programs as candidates for cancellation and/or reduction, broken down in the near-, mid- and far-term. Position papers for each initiative, disconnect or offset presented includes the type of cost estimate, data source, date of estimate, and description of how the program aligns to/impacts a specific SMP Annex Objective, Core Capability, and operational readiness. SAF/FMC coordinates with HAF Planners to provide authoritative position costing of position papers. Position papers inform decision-makers on the given Planning Choice.</p> <p><b>Business Rule(s):</b> The ICEs, SCPs, NACAs, and POEs are respectively hierarchical in authority as data sources and must be utilized in this sequence as applicable.</p> <p><b>Input(s):</b> Strategic Criteria Weighting, Integrated Priority List (IPL), Strategic Planning Baseline Risk Assessment, AF SMP, 30-Year Plan Assessment, AF FOC, AF Strategy, JPG, SPG; Plan, Program, and Execution Fidelity, ICEs/SCPs/NACAs: Position Papers, POEs: Position Papers</p> <p><b>Output(s):</b> Position Papers</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> HAF Planners</p> <p><b>Accountable:</b> CFLs, AF/A8XP</p> <p><b>Supportive:</b> AF/A5S, AF/A9, SAF/FMC</p> <p><b>Consulted:</b> Combatant Commanders (CCMDs), AF/A1M</p> <p><b>Informed:</b> N/A</p>
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<p><b>1.08</b> <b>Retrieve Strategic Planning Baseline (CFLs)</b></p>	<p><b>Activity Performer:</b> CFLs  <b>Description:</b> CFLs are responsible for receiving, analyzing, disseminating, and adapting the strategic objectives identified in the Strategic Planning Baseline and manpower impacts for the current cycle build of the CFSP. Guidance is provided from AF/A8X to understand strategic objectives. CFLs receive long-range bogies to meet in developing the annual prioritized lists of D/I/Os. The CFLs will either refine or rewrite their CFSPs IAW Strategic Planning Guidance for that planning year. The CFSP and prioritized D/I/O list should be closely reflective of each other. As part of the CFSP build, the proposal is then evaluated for alignment to Strategic Planning objectives, producing the Planning Force Guidance document to align to current resource targets.  <b>Business Rule(s):</b> N/A   <b>Input(s):</b> Trade Space: Manpower Impacts, RAP: Strategic Planning Baseline, Position Papers  <b>Output(s):</b> Planning Force Guidance, D/I/Os: Current Cycle   <u><b>Roles and Responsibilities</b></u>  <b>Responsible:</b> CFLs  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A8XP, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.09</b> <b>Develop CFSP (CFLs)</b></p>	<p><b>Activity Performer:</b> CFLs  <b>Description:</b> The CFLs are responsible for a CFSP that adheres to a template provided by AF/A8XP. Specific sections in the CFSP are provided by AF Functionals and focus on capturing interdependencies, capability gaps, risk assessments, strategic alignment, Total Obligation Authority, and Total Force utilization. The CFSP build applies current costs to resource targets and constructs a force structure that is informed by the resource informed 10-Year Integrated Plan, and aligns to the current cycles allocated TOA.  <b>Business Rule(s):</b> CFSPs must reinforce the 10-Year Integrated Plan and are completed biannually.   <b>Input(s):</b> Planning Force Guidance, CFSP: Manpower Impacts  <b>Output(s):</b> CFSP: Final   <u><b>Roles and Responsibilities</b></u>  <b>Responsible:</b> CFLs  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A9, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8XP</p>



<p><b>1.10</b> <b>Validate Planning Deliverables</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP receives validated data inputs from key stakeholders, which consists of the Baseline Risk Assessment, the final CFSP, the current IPL from CCMDs, and the updated AF SMP. AF/A8XP validates that CFSPs are adequately supported by cost estimates as available. In addition, the AF/A8X Planner receives the POM submission from the previous cycle, as well as the Chief of Staff, SAF, and HAF Initiatives where validation of all key Planning deliverables at this point. Planning choices not reconciled at the O-6/GS-15 level are reviewed at higher levels in the Planning Corporate Structure until they are resolved and incorporated in the RAP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Manpower Impacts: 1-N List, Strategic Basing Opportunities/Actions, POM Submission, CFSP: Final, Initiative (CSAF, SAF, HAF)  <b>Output(s):</b> CFSP: Validated, Send Notification: Manpower Impacts: 1-N List</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A1M, HAF Planners  <b>Consulted:</b> SPWG  <b>Informed:</b> CFLs, AF/A9</p>
<p><b>1.11</b> <b>Conduct Integration Round Table</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> Conduct Integration Round Table where the HAF Planners and CFLs address any concerns prior to integration/prioritization of Planning Choices. Planners brief CFSPs, PCs, and SPG-directed tasks to discuss and evaluate deliverables at the O-6/GS-15 level in preparation for upcoming Planning Choices events and refine Planning deliverables as necessary. SAF/FMC collaborates with the integration round table to field any programmatic costing related questions.  <b>Business Rule(s):</b> AF/A8XP is responsible for completing this activity step and generating work products with SME support from CFL, and HAF planners.</p> <p><b>Input(s):</b> CFSP: Validated, SPG Directed Planning Deliverables, Manpower Impacts: Updates to 1-N List  <b>Output(s):</b> Planning Choices and Prioritized Offsets, Send Notification: Manpower Impacts Expertise and Recommendations</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> HAF Planners, CFLs, AF/A9, AF/A1M, SAF/AQ  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMC</p>

<p><b>1.12</b>  <b>Score Planning Choices and Prioritized Offsets (HAF Planners)</b></p>	<p><b>Activity Performer:</b> HAF Planners  <b>Description:</b> Stakeholders (AF/A5R, AF/A5S, AF/A9, SAF/AQ, AF/A8P, SAF/FMC, SAF/LL, AF/A1M) of the Planning Choices evaluate the resourced and weighted Planning Choices and Offsets analyses and ensure key offsets are aligned to AF strategic objectives. HAF Planners assess the weighted Planning Choices and Offsets in order to produce a scorecard that reflects the appropriate numeric value to be incorporated into the SPF and affiliated metrics. SAF/FMC coordinate with HAF Planners to review fidelity of Planning Choices and Prioritized Offsets.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Scores: Personnel, Planning Choices: Manpower Cost Estimates, Offsets: Manpower Cost Savings Estimates  <b>Output(s):</b> Planning Choices and Prioritized Offsets: Scored</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> HAF Planners  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A5R, AF/A5S, AF/A9, SAF/AQ, AF/A8P, SAF/FMC, SAF/LL, AF/A1M  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>
<p><b>1.13</b>  <b>Finalize Planning Choices and Prioritized Offsets</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP consolidates and provides quality checks of the scored Planning Choices and Offsets from the key stakeholders and submits the package to the Planning Governance Structure to review and validate. SAF/FMC collaborates with AF/A8XP to review finalized Planning Choices and Prioritized Offsets to update the programmatic costing.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Planning Choices and Prioritized Offsets: Scored, Receive Notification: AF/A1M Updated MPES: RAP Change File  <b>Output(s):</b> Planning Choices and Prioritized Offsets: Resourced and Weighted</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> SAF/AQ, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> CFLs, SPWG, SAF/FMC, AF/A8P</p>

<p><b>1.14</b>  <b>Approve Planning Choice Solutions (PGroup)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PGroup)  <b>Description:</b> The Planning Group provides prioritized Planning Choices in order to obtain an ultimate determination by the AF Planning Governance Structure with CFL and SPWG support. Additionally, the Planning Group is responsible for coordinating, integrating, and distributing the SPF results and updating the draft RAP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Planning Choices and Prioritized Offsets: Resourced and Weighted, RAP: Strategic Planning Baseline  <b>Output(s):</b> RAP: Updated (PGroup), Planning Choices and Prioritized Offsets: Unresolved (PGroup), Planning Choices and Prioritized Offsets: Selected (PGroup), Send Notification: Q&amp;A on Planning Choices and Offsets</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PGroup)  <b>Accountable:</b> AFCS  <b>Supportive:</b> CFLs, SPWG  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8XP</p>
<p><b>1.15</b>  <b>Approve/Validate Planning Choices (PBoard)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PBoard)  <b>Description:</b> The Planning Board is responsible for receiving the Selected and Unresolved Planning Choices and Offsets, as well as the updated RAP from the Planning Group. In addition, the Planning Board reviews and validates the Planning Group's deliverables and provides feedback for the Selected and Unresolved Planning Choices and Offsets, and the updated RAP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAP: Updated (PGroup), Planning Choices and Prioritized Offsets: Unresolved (PGroup), Planning Choices and Prioritized Offsets: Selected (PGroup)  <b>Output(s):</b> RAP: Updated (PBoard), Planning Choices and Prioritized Offsets: Unresolved (PBoard), Planning Choices and Prioritized Offsets: Selected (PBoard)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PBoard)  <b>Accountable:</b> AFCS  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8XP, HAF Planners</p>

<p><b>1.16</b>  <b>Approve/Validate Planning Choices (PCouncil)</b></p>	<p><b>Activity Performer:</b> Planning Governance (PCouncil)  <b>Description:</b> The Planning Council is responsible for receiving the Selected and Unresolved Planning Choices and Offsets, as well as the updated RAP from the Planning Board. In addition, the Planning Council reviews and validates the Planning Board’s deliverables and provides feedback for the Selected and Unresolved Planning Choices and Offsets, and the updated RAP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAP: Updated (PBoard), Planning Choices and Prioritized Offsets: Unresolved (PBoard), Planning Choices and Prioritized Offsets: Selected (PBoard)  <b>Output(s):</b> RAP: Updated (PCouncil), Planning Choices and Prioritized Offsets: Unresolved (PCouncil), Planning Choices and Prioritized Offsets: Selected (PCouncil)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance (PCouncil)  <b>Accountable:</b> AFCS  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> SecAF, USecAF, CSAF, VCSAF, AF/A8XP, HAF Planners</p>
<p><b>1.17</b>  <b>Conduct IPR F: Plan Selection (SecAF, CSAF)</b></p>	<p><b>Activity Performer:</b> SecAF, CSAF  <b>Description:</b> The output of the annual Planning cycle (Strategic Planning vectors/COA and dRAP) are briefed to the SecAF, CSAF, and 4-Star audience at the annual Planning Choices Event.  <b>Business Rule(s):</b> The draft Resource Allocation Plan receives final approval from the SecAF and CSAF before entering the Programming Phase.</p> <p><b>Input(s):</b> RAP: Updated (PCouncil), Planning Choices and Prioritized Offsets: Unresolved (PCouncil), Planning Choices and Prioritized Offsets: Selected (PCouncil), SPG, 10-Year Integrated Plan: Draft  <b>Output(s):</b> RAP: Approved, PPG, SPG, 10-Year Integrated Plan</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF, CSAF  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> SPWG, AFCS  <b>Consulted:</b> N/A  <b>Informed:</b> USecAF, VCSAF, HQ Air Staff (2-Letters), HAF Planners</p>

<p><b>1.18</b> <b>Finalize RAP Database</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP incorporates the Selected Planning Choices and Offsets and ensures all Planning deliverables are up-to-date and create a balanced RAP. AF/A8XP is responsible for completing this activity step and generating work products.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAP: Approved, 30-Year Plan: Comments, RAP: Final with Comments  <b>Output(s):</b> RAP: Final</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> CFLs  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.19</b> <b>Create 30-Year Plan Narrative</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP reviews and incorporates all updated Planning deliverables, such as the Planning Choices and Offsets, identified in the finalized RAP. AF/A8XP generates an accompanying narrative from the RAP: Final to be incorporated into the 30-Year Plan Narrative and ensures content accuracy and alignment with the 30-Year Plan Narrative product.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAP: Final, ETT/ABIDES Database  <b>Output(s):</b> 30-Year Plan Narrative</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> CFLs  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>1.20</b> <b>Validate 30-Year Plan Narrative</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> Reviews and validates the updated content provided by all levels of the Planning Governance Structure by ensuring all updated content in the Planning deliverables are accurately reflected in the updated 30-Year Plan Narrative. AF/A8X is responsible for completing this activity step and generating work products.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 30-Year Plan Narrative, RAP: Final  <b>Output(s):</b> 30-Year Plan Narrative: Validated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> CFLs, SPWG  <b>Informed:</b> N/A</p>
<p><b>1.21</b> <b>Brief 30-Year Plan</b></p>	<p><b>Activity Performer:</b> Planning Governance  <b>Description:</b> Planning Governance receives the finalized RAP and updated 30-Year Plan Narrative from AF/A8XP for review and approval of the updated, critical Planning deliverables.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 30-Year Plan Narrative: Validated  <b>Output(s):</b> 30-Year Plan: Comments, RAP: Final with Comments  <b>Exclusive Gateway:</b> <i>If ‘Disapprove,’ proceed to Step 1.18. If ‘Approve,’ proceed to <b>Parallel Gateway</b> Step 1.22 and Step 1.23.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance  <b>Accountable:</b> AFCS  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>1.22</b>  <b>Assess 30-Year Plan Against SMP (A5S)</b></p>	<p><b>Activity Performer:</b> AF/A5S  <b>Description:</b> Analyze RAP, 10-Year Integrated Plan and Planning Choice event outcomes/intent behind decisions to provide feedback loop to Strategy  <b>Business Rule(s):</b> A5S responsible for adjusting Strategy, if necessary.</p> <p><b>Input(s):</b> RAP: Final with Comments, 10-Year Integrated Plan, AF SMP, 30-Year Plan: Comments  <b>Output(s):</b> SMP: Refined</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A5S  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>1.23</b>  <b>Review for Coordination Comments</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP in collaboration with key stakeholders is responsible for drafting the PPG, as well as the 30-Year Plan Narrative and identify any capability gaps that are not accurately aligned. Draft PPG is provided to AF/A8X in preparation for final approval by AF/A5/8.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 30-Year Plan: Comments, RAP: Final with Comments  <b>Output(s):</b> 30-Year Plan: Stakeholder Feedback</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> N/A  <b>Consulted:</b> CCMDs, CFLs, AF/A9  <b>Informed:</b> N/A</p>

<p><b>1.24</b> <b>Develop and Publish PPG</b></p>	<p><b>Activity Performer:</b> AF/A8XP  <b>Description:</b> AF/A8XP translates the approved RAP into PPG to provide Programmers with the intent behind resource allocation decisions. SAF/FMC and AF/A8P support AF/A8XP and respond to FYDP questions and validates costing scenarios of programs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> SMP: Refined, 30-Year Plan: Stakeholder Feedback, PPG: Final  <b>Output(s):</b> PPG: Draft</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8XP  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> AF/A8P, SAF/FMC  <b>Consulted:</b> CFLs  <b>Informed:</b> N/A</p>
<p><b>1.25</b> <b>Determine Approval on PPG</b></p>	<p><b>Activity Performer:</b> Planning Governance  <b>Description:</b> Planning Governance receives the draft PPG from AF/A8XP and reviews the final document to determine approval of the PPG, which includes the finalized RAP and the approved 30-Year Plan.  <b>Business Rule(s):</b> PPG guidance is reviewed and approved by AF/A5/8.</p> <p><b>Input(s):</b> PPG: Draft  <b>Output(s):</b> PPG: Final  <i><b>Exclusive Gateway:</b> If ‘Disapprove,’ proceed to Step 1.24. If ‘Approve,’ proceed to Programming 2.0 process, Step 2.01.  <b>Process Ends.</b></i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Planning Governance  <b>Accountable:</b> AF/A8XP  <b>Supportive:</b> CFLs, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>



## 6.0 – SPPBE Phase II – Programming

### 6.1 – Programming Process Summary

The Programming Phase of the AF SPPBE process builds from the planning phase, balancing available resources to match AF priorities across the FYDP. Programming begins with the delivery of the RAP, the PPG, and OSD Fiscal Guidance. Programming guidance for the development of the POM is provided in the PPI and PGM. The programming process operates within the governance of the AFCS and adheres to the guidance and priorities within the DPG, AF SMP, RAP, PPG, Congressional directions and law, and Fact-of-Life changes. The process is extremely dynamic and interactive. It develops, assesses and prioritizes tradeoff options including alternative force structures, weapon system programs, and support systems. The phase ends with the delivery of a POM constructed within a balanced topline which supports Air Force Readiness, Capability, and Capacity directives for the FYDP.

The POM covers the 5-year FYDP, which is presented to the Services and Defense Agencies on how the AF proposes to balance their available resources through an analysis of missions, objectives, alternative methods to accomplish objectives, and allocation of resources. Each DoD Service submits a final POM and BES IAW direction from the OSD in order to obtain approval of the AF position. The AF position identifies future requirements for the allocation of resources in preparation to translate them into budget proposals in the Budgeting Phase of the SPPBE process.

### 6.2 – Programming Process Map Summary

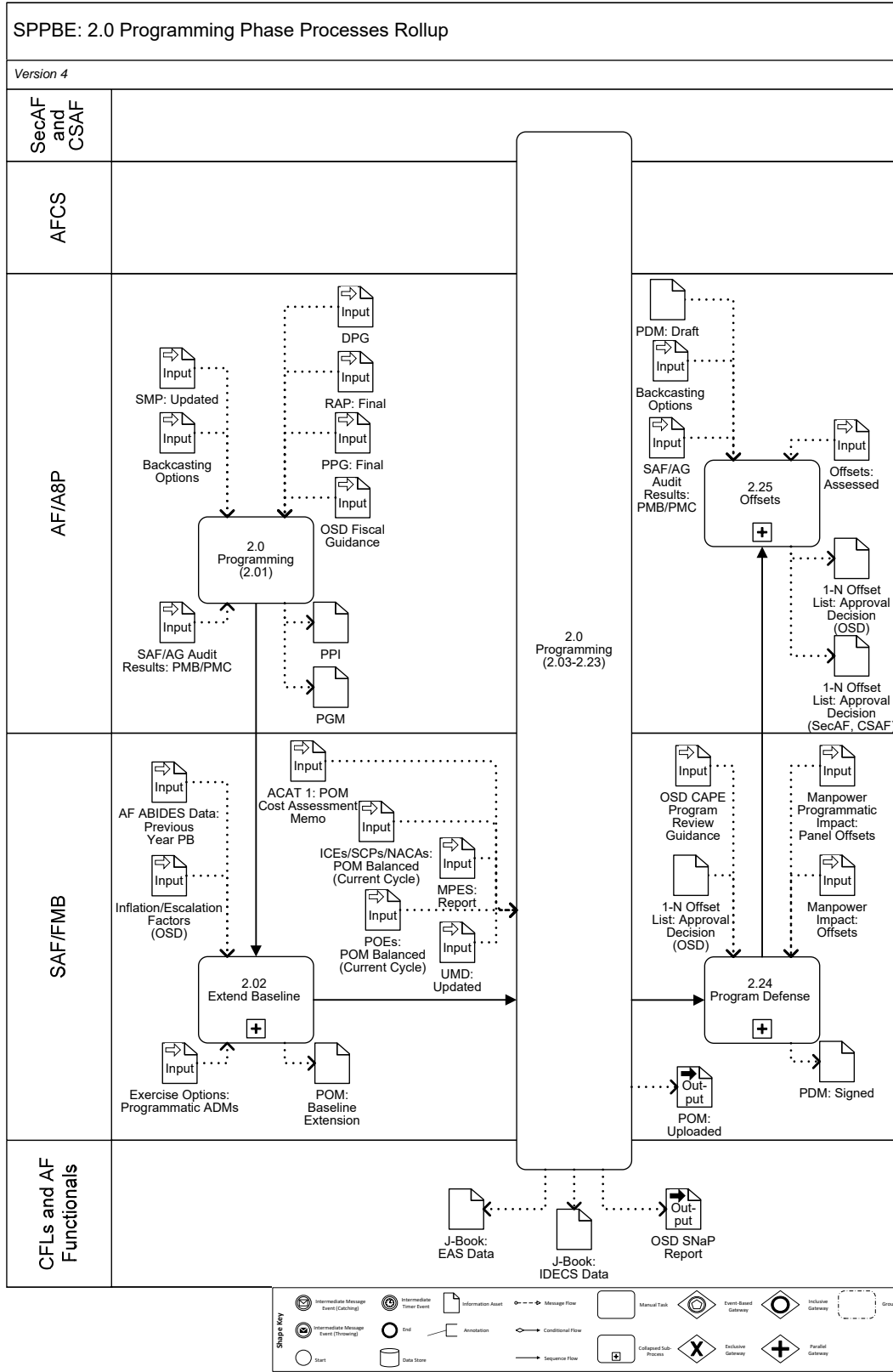
The high-level Programming phase process is outlined in *Figure 8* and a summary of the process detail and roles and responsibilities is in the *Appendix Section V*. The process detail contains the detailed Programming process maps indicating the process performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model documents the detailed roles and responsibilities of process steps.

The following is a list of Programming maps detailed in *Appendix Section V*:

- 2.0 – Programming
- 2.02 – Extend Baseline
- 2.02.03 – Conduct Round Zero
- 2.02.05 – Select and Apply Inflation/Escalation Factors
- 2.24 – Program Defense
- 2.25 – Offsets

In addition, a SIPOC model is in *Appendix Section IV*. The SIPOC provides a different view of the Programming phase and key process activity linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs) and was used as the starting point to create the detailed process maps.

**Figure 8 – Programming Process Summary Map:**



### 6.3 – Description of Process Steps: Programming Phase

<p><b>2.0 Programming Phase Process</b></p>	<p><b>Description:</b> The Programming Phase allocates FYDP resources guided by the AF Plan, Congress, OSD, Fiscal Guidance, and Fact-of-Life changes as well as reinforces the AF strategic message. The PPG is received from AF/A8XP and reviewed to determine impacts to the program reflected in the finalized RAP. This phase delivers a POM to OSD.</p>
<p><b>2.01 Create PPI and PGM</b></p>	<p><b>Entry from Planning 1.0 process, Step 1.25.</b></p> <p><b>Activity Performer:</b> AF/A8P</p> <p><b>Description:</b> AF/A8P is responsible for the start of the Programming process which is triggered by the completion of the Planning Phase process. The Programming Phase finalizes and incorporates the final approved planning choices generated by AF/A8XP. A new PPI and a PGM are created consistent with the current FYDP in order to outline administrative instructions for deliverables during the POM process, and deliver specific Programming Guidance instructions to the AF. SAF/FMC submits the Acquisition Category (ACAT) 1: POM Cost Assessments Memo to AF/A8P to provide program cost analysis and guidance.</p> <p><b>Business Rule(s):</b> AF/A8P must publish and circulate the PPI and PGM to the entire AF. SAF/FMC must provide the Acquisition Category (ACAT) 1: POM Cost Assessments Memo (signed by AF/A5/8 and SAF/FM) to provide program cost analysis and guidance.</p> <p><b>Input(s):</b> SMP: Updated, Manpower Guidance: PPI Final, Backcasting Options, SAF/AG Audit Results: potential monetary benefit/potential monetary cost (PMB/PMC), DPG, RAP: Final, PPG: Final, OSD Fiscal Guidance, ACAT 1: POM Cost Assessment Memo</p> <p><b>Output(s):</b> PPI, PGM</p> <p><b>Parallel Gateway:</b> Proceed to Sub-process Steps 2.02.01 and 2.02.02 concurrently.</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF</p> <p><b>Supportive:</b> SAF/FMB, AF/A8XP, AF/A4, SAF/AQ, AF/A1M, SAF/FMC</p> <p><b>Consulted:</b> AF/A5/8, SAF/FM, CFLs and AF Functionals</p> <p><b>Informed:</b> AFCS, SAF/AG</p>

<p><b>2.02 Extend Baseline (Sub-process)</b></p>	<p><b>Description:</b> This sub-process initiates the new programmatic cycle and unlocks a new programmatic accounting cycle in the Programming database. The process incorporates any variables of change for costing new and existing programs. AF/A8P is responsible for extending the programmatic baseline and generating the POM: Baseline Extension.</p>
<p><b>2.02.01 Update Inflation/Escalation Factors</b></p>	<p><i>Entry from Programming 2.0, Step 2.01.</i>  <b>Activity Performer:</b> SAF/FMB  <b>Description:</b> Inflation/escalation factors are incorporated to the baseline by SAF/FMB and updated to the current programmatic accounting cycle.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Inflation/Escalation Factors (OSD)  <b>Output(s):</b> Inflation/Escalation Factors: Updated, Send Notification: Request Corrections and Clean-Up Actions  <i>Proceed to Conduct Round Zero 2.02.03 Sub-process, Step 2.02.03.01.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.02 Select and Copy Previous Year ABIDES Data</b></p>	<p><i>Entry from Programming 2.0, Step 2.01.</i>  <b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB is responsible for obtaining the previous cycle's budget data for integration with current cycle inflation/escalation factors to generate the AF ABIDES Data.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PPI, PGM, AF ABIDES Data: Previous Year PB  <b>Output(s):</b> AF ABIDES Data: Previous Year PB Copy, Send Notification: Request Corrections and Clean-Up Actions  <i>Proceed to Conduct Round Zero 2.02.03 Sub-process, Step 2.02.03.01.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>2.02.03</b>  <b>Conduct Round Zero</b>  <i>(Sub-process)</i></p>	<p><b>Description:</b> This sub-process outlines the modification process of the AF ABIDES Data in order to provide an updated and zeroed baseline that incorporates variables of change to the current programmatic accounting cycle. SAF/FMB is responsible for completing this activity sub-process and generating the AF ABIDES Data: Corrected Previous Year PB.</p>
<p><b>2.02.03.01</b>  <b>Create Options to</b>  <b>Correct Data in</b>  <b>Previous Year PB</b></p>	<p><i>Entry from Extend Baseline 2.02 Sub-process, Steps 2.02.01 and 2.02.02.</i></p> <p><b>Activity Performer:</b> Appropriation Managers and Programmers</p> <p><b>Description:</b> This sub-process is triggered when the Appropriation Managers and Programmers receive a notification from the analysts to identify clean-up actions to the AF ABIDES Data: Previous Year PB copy. SAF/FMC reviews and validates Exercise Options alignment to ABIDES and, as required, submits error information back for adjudication to Appropriation Managers and Programmers.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF ABIDES Data: Previous Year PB Copy, Inflation/Escalation Factors: Updated, Exercise Options: Reviewed PB Corrections</p> <p><b>Output(s):</b> Exercise Options: PB Corrections, Send Notification: Provide Manpower Changes</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers and Programmers  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> SAF/FMC  <b>Informed:</b> N/A</p>
<p><b>2.02.03.02</b>  <b>Verify Options</b>  <b>Against Business</b>  <b>Rules</b></p>	<p><b>Activity Performer:</b> AF/A8P and SAF/FMB</p> <p><b>Description:</b> AF/A8P and SAF/FMB must assess the PB rebalancing options against operating business rules and review PB corrections to generate Exercise Options.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Exercise Options: PB Corrections</p> <p><b>Output(s):</b> Exercise Options: Reviewed PB Corrections</p> <p><i>Exclusive Gateway: If 'Business Rule Violation,' proceed to Step 2.02.03.01. If 'No Business Rule Violation,' proceed to Step 2.02.03.03.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P and SAF/FMB  <b>Accountable:</b> N/A</p>

	<p><b>Supportive:</b> N/A  <b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>
<p><b>2.02.03.03</b>  <b>Apply PB Correction Options</b></p>	<p><b>Activity Performer:</b> AF/A8P and SAF/FMB  <b>Description:</b> AF/A8P and SAF/FMB are responsible for integrating the identified PB correction options from the previous cycle PB and incorporating changes into the AF ABIDES Data. AF/A8P and SAF/FMB are responsible for notifying Budget owners of corrections to the PB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Exercise Options: Reviewed PB Corrections  <b>Output(s):</b> AF ABIDES Data: Corrected Previous Year PB, Send Notification: Inform Budget Owners of Changes  <i>Proceed to Extend Baseline 2.02 Sub-process, Step 2.02.04.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P and SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.04</b>  <b>Create New Year and Remove Oldest Year from FYDP</b></p>	<p><i>Entry from Conduct Round Zero 2.02.03 Sub-process, Step 2.02.03.03.</i>  <b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB is responsible for adjusting the FYDP, replacing the previous PB cycle, and extending the FYDP through to future cycles in order to extend the AF ABIDES Data an additional year.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF ABIDES Data: Corrected Previous Year PB  <b>Output(s):</b> AF ABIDES Data: Updated Years  <i>Proceed to Select and Apply Inflation/Escalation Factors 2.02.05 Sub-process.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A</p>

	<p><b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>
<p><b>2.02.05  Select and Apply  Inflation/Escalation  Factors  (Sub-process)</b></p>	<p><b>Description:</b> This Programming sub-process identifies and applies the updated inflation/escalation factors to the new year of the FYDP, created by the AF ABIDES Data baseline. SAF/FMB is responsible for implementing and executing business rules to the updated AF ABIDES Data baseline.</p>
<p><b>2.02.05.01  Provide Baseline  Extension Guidance</b></p>	<p><i>Entry from Extend Baseline 2.02 Sub-process, Step 2.02.04 and Step 2.02.07.</i></p> <p><b>Activity Performer:</b> AF/A8P and SAF/FMB</p> <p><b>Description:</b> AF/A8P and SAF/FMB are responsible for creating the Baseline Extension guidance to adjust the updated inflation/escalation factors for the current programmatic accounting cycle. <b>Note:</b> The ‘AF ABIDES Data: Quality Checked’ information asset is only an input to this activity step if the ABIDES Data fails the quality check performed in Step 2.02.07.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF ABIDES Data: Quality Checked, Inflation/Escalation Factors: Updated (OSD)</p> <p><b>Output(s):</b> Baseline Extension: Business Rules Instructions</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P and SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.05.02  Verify Options  Against Business  Rules</b></p>	<p><b>Activity Performer:</b> AF/A8P and SAF/FMB</p> <p><b>Description:</b> AF/A8P and SAF/FMB are responsible for reviewing and adjusting options that have been examined against existing business rules to identify opportunities for rebalancing the PB and generating new Exercise Options for the newest year of the FYDP.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Baseline Extension: Business Rules Instructions</p> <p><b>Output(s):</b> Exercise Options: Reviewed PB Corrections</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P and SAF/FMB  <b>Accountable:</b> N/A</p>

	<p><b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.05.03</b>  <b>Translate Instructions into Business Rules</b></p>	<p><b>Activity Performer:</b> Appropriation Managers and Programmers  <b>Description:</b> Appropriation Managers and Programmers are responsible for incorporating business rules and PB corrections into the new year FYDP for the current cycle’s Baseline Extension.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Exercise Options: Reviewed PB Corrections  <b>Output(s):</b> Baseline Extension: Updated Business Rules</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers and Programmers  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.05.04</b>  <b>Execute Business Rules</b></p>	<p><b>Activity Performer:</b> Appropriation Managers and Programmers  <b>Description:</b> The Appropriation Managers and Programmers are responsible for applying the updated inflation/escalation factors to the AF ABIDES Data: Updated Years. The Appropriation Managers are responsible for completing this activity step and generating new year data for the Exercise Options.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF ABIDES Data: Updated Years, Baseline Extension: Updated Business Rules  <b>Output(s):</b> Exercise Options: New Year Data</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers and Programmers  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.05.05</b>  <b>Apply Inflation/Escalation Options</b></p>	<p><b>Activity Performer:</b> Appropriation Managers and Programmers  <b>Description:</b> The Appropriation Managers are responsible for applying the updated inflation/escalation factors in the business rule framework to the</p>



	<p>AF ABIDES Data.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Exercise Options: New Year Data  <b>Output(s):</b> AF ABIDES Data: Inflated/Escalated  <i>Proceed to Extend Baseline 2.02 Sub-process, Step 2.02.06.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers and Programmers  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.06</b>  <b>Apply Programmatic ADM Options</b></p>	<p><i>Entry from Select and Apply Inflation/Escalation Factors 2.02.05 Sub-process, Step 2.02.05.05.</i>  <b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB integrates the Programmatic Acquisition Decision Memorandum (ADM) Options and the new FYDP adjustments in order to apply the Programmatic ADMs in the AF ABIDES Data.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Exercise Options: Programmatic ADMs, AF ABIDES Data: Inflated/Escalated  <b>Output(s):</b> AF ABIDES Data: Programmatic ADMs</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.07</b>  <b>Perform Quality Check for Blue and Non-Blue</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB conducts a comprehensive review of the updated AF ABIDES Data to ensure qualitative standardization, accurate ADM Options, and current inflationary/escalation factors for both Blue and Non-Blue ADMs. SAF/FMB is responsible for completing this activity step and generating the final quality check for the AF ABIDES Data.  <b>Business Rule(s):</b> N/A</p>

	<p><b>Input(s):</b> AF ABIDES Data: Programmatic ADMs  <b>Output(s):</b> AF ABIDES Data: Quality Checked  <i>Exclusive Gateway: If 'Fail Quality Check,' proceed to Select and Apply Inflation/Escalation Factors 2.02.05 Sub-process, Step 2.02.05.01. If 'Pass Quality Check,' proceed to Step 2.02.08.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.02.08 Publish Baseline Extension</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB Validates and circulates the current cycle Extended Baseline. SAF/FMB is responsible for completing this activity step and generating the POM: Baseline Extension.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF ABIDES Data: Quality Checked  <b>Output(s):</b> POM: Baseline Extension  <i>Proceed to Programming Phase 2.0 Process, Step 2.03.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.03 Programmatically Cost the RAP</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P, CFLs, and AF Functionals utilize Resource Allocation Program Information Decision System (RAPIDS) to document cost adjustments and the alignment of the current cycle POM baseline extension to the RAP. This alignment generates a cost adjusted POM that is released in order to adjust for acquisition profiles. SAF/FMC coordinates with Panels to create the latest cost position to support AF/A8P in programmatically costing the RAP.  <b>Business Rule(s):</b> AF/A8P must incorporate the approved Planning Choice changes submitted via RAPIDS options into the adjusted baseline. The ICEs, SCPs, NACAs, and POEs are respectively hierarchical in authority as data sources and must be utilized in this sequence as applicable.</p>

	<p><b>Input(s):</b> RAP: Final, POM: Baseline Extension, ICEs/SCPs/NACAs: RAP Costing (Current Cycle), POEs: RAP Costing (Current Cycle)  <b>Output(s):</b> POM: Cost Adjusted</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A5/8, SAF/FM  <b>Supportive:</b> AFCS, CFLs and AF Functionals, SAF/FMC  <b>Consulted:</b> AF/A8XP, AF/A1M  <b>Informed:</b> N/A</p>
<p><b>2.04</b>  <b>Publish Integrated POM Baseline</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> After programmatically costing the RAP and applying adjustments for acquisition profiles, the POM’s integrated baseline is published for inputs from CFLs and AF Functionals’ ZBTs, ZBRs and D/I/Os. AF/A8P is responsible for completing this activity step and generating the POM: Integrated Baseline.  <b>Business Rule(s):</b> AF/A8P must publish a POM: Integrated Baseline to incorporate key stakeholder ZBTs and ZBRs.</p> <p><b>Input(s):</b> POM: Cost Adjusted  <b>Output(s):</b> POM: Integrated Baseline</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A5/8, SAF/FM  <b>Supportive:</b> N/A  <b>Consulted:</b> SAF/FMC  <b>Informed:</b> N/A</p>
<p><b>2.05</b>  <b>Provide ZBTs, ZBRs, and D/I/Os</b></p>	<p><b>Activity Performer:</b> CFLs and AF Functionals  <b>Description:</b> AF/A8P leverages the integrated baseline as a foundation to incorporate changes to ZBTs for the current FYDP. CFLs and AF Functionals provide feedback by generating ZBT, ZBR, and D/I/O files in the RAPIDS database.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Integrated Baseline, SAF/AG Audit Results: PMB/PMC, Manpower Changes by Program: Updated  <b>Output(s):</b> RAPIDS File: ZBTs, RAPIDS File: ZBRs, RAPIDS File:</p>

	<p>D/I/Os, Send Notification: Solicit Input Manpower Changes for ZBTs, ZBRs, and D/I/Os</p> <p><i>Exclusive Gateway: If ‘ZBTs, ZBRs, and D/I/Os,’ proceed to Step 2.06. If ‘D/I/Os and ZBRs,’ proceed to <b>Timer Event</b>, ‘Await AF/A8P Adjudication,’ and Step 2.07.</i></p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> CFLs and AF Functionals</p> <p><b>Accountable:</b> CFLs and AF Functionals</p> <p><b>Supportive:</b> AFCS, AF/A1M</p> <p><b>Consulted:</b> SAF/FMB, AF/A8P, Appropriation Managers and Programmers</p> <p><b>Informed:</b> AF/A8XP, SAF/AG</p>
<p><b>2.06</b> <b>Adjudicate/Validate ZBT Inputs</b></p>	<p><b>Activity Performer:</b> AF/A8P</p> <p><b>Description:</b> AF/A8P receive the RAPIDS files from the CFLs that include ZBTs, ZBRs, and D/I/Os. The RAPIDS files provided are then validated and adjudicated to codify inconsistencies and gaps. AF/A8P are responsible for completing this activity step and generating the ZBTs, D/I/Os: ZBT Anomaly, and ZBRs with support from SAF/FMB and Appropriation Managers.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAPIDS File: ZBTs, RAPIDS File: ZBRs, RAPIDS File: D/I/Os</p> <p><b>Output(s):</b> ZBTs, D/I/Os: ZBT Anomaly, ZBRs</p> <p><i>Inclusive Gateway: If ‘Not Valid,’ proceed to Step 2.07. If ‘Valid,’ proceed to <b>Exclusive Gateway</b>: If ‘ZBTs,’ proceed to Step 2.08. If ‘ZBRs,’ proceed to Step 2.09.</i></p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> AF/A8P</p> <p><b>Supportive:</b> SAF/FMB, Appropriation Managers and Programmers, AF/A1M</p> <p><b>Consulted:</b> AFCS, SAF/FMB</p> <p><b>Informed:</b> SAF/FMB, CFLs and AF Functionals</p>
<p><b>2.07</b> <b>Provide Additional D/I/Os, as Required</b></p>	<p><b>Activity Performer:</b> CFLs and AF Functionals</p> <p><b>Description:</b> If the ZBT inputs are ‘Not Valid,’ then AF/A8P seeks to clarify ZBT anomalies that were investigated and sent back to the CFLs and AF Functional-level to provide additional D/I/Os, as required. CFLs and AF Functionals are responsible for completing this activity step and generating</p>

	<p>the RAPIDS File: D/I/Os with support from AF/A1M.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> D/I/Os: ZBT Anomaly, RAPIDS File: ZBRs, RAPIDS File: D/I/Os</p> <p><b>Output(s):</b> RAPIDS File: D/I/Os</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> CFLs and AF Functionals</p> <p><b>Accountable:</b> AFCS</p> <p><b>Supportive:</b> AF/A8P, AF/A1M</p> <p><b>Consulted:</b> SAF/FMB, Appropriation Managers and Programmers</p> <p><b>Informed:</b> AF/A8XP</p>
<p><b>2.08</b> <b>Incorporate ZBTs</b></p>	<p><b>Activity Performer:</b> SAF/FMB and AF/A8P</p> <p><b>Description:</b> Upon adjudication, SAF/FMB and AF/A8P incorporate valid ZBTs into the current cycle POM and update RAPIDS files.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> ZBTs, D/I/Os, Manpower Information Brief: Delivered</p> <p><b>Output(s):</b> POM: Incorporated ZBTs</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> SAF/FMB, AF/A8P</p> <p><b>Accountable:</b> N/A</p> <p><b>Supportive:</b> AF/A1M</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> CFLs and AF Functionals</p>
<p><b>2.09</b> <b>Validate/Integrate D/I/Os (AF Group)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Group)</p> <p><b>Description:</b> The AF Group receives the RAPIDS File: D/I/Os in order to review, validate, and integrate any additional changes to the POM. The AF Group is responsible for validating and approving the recommended D/I/Os with support from the CFLs, AF Functionals, and AF/A1M.</p> <p><b>Business Rule(s):</b> The AF Group must review, validate, and integrate changes to the POM.</p> <p><b>Input(s):</b> RAPIDS File: D/I/Os, POM: Incorporated ZBTs, ZBRs, ZBTs, Receive</p> <p><b>Output(s):</b> D/I/Os: Recommended/Prioritized (AF Group), Send Notification: MPES Updates</p>

	<p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Group)  <b>Accountable:</b> AFCS (AF Group)  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.10</b>  <b>Validate/Integrate D/I/Os (AF Board)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Board)  <b>Description:</b> Receives decisions from the AF Group and integrates reprioritization of POM inputs. The AF Board is responsible for validating and approving the recommended D/I/Os with support from the CFLs, AF Functionals, and A1M.  <b>Business Rule(s):</b> The AF Board must review, validate, and integrate changes to the POM.</p> <p><b>Input(s):</b> D/I/Os: Recommended/Prioritized (AF Group)  <b>Output(s):</b> D/I/Os: Recommended/Prioritized (AF Board), Send Notification: MPES Updates</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Board)  <b>Accountable:</b> AFCS (AF Board)  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.11</b>  <b>Validate/Integrate D/I/Os (AF Council)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Council)  <b>Description:</b> The AF Council receives decisions from the AF Board and integrates reprioritization of POM inputs. The AF Council is responsible for validating and approving the recommended D/I/Os with support from the CFLs, AF Functionals, and AF/A1M.  <b>Business Rule(s):</b> The AF Council review, validate, and integrate changes to the POM.</p> <p><b>Input(s):</b> D/I/Os: Recommended/Prioritized (AF Board)  <b>Output(s):</b> D/I/Os: Recommended/Prioritized (AF Council), Send Notification: MPES Updates</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Council)  <b>Accountable:</b> AFCS (AF Council)  <b>Supportive:</b> AF/A1M</p>

	<p><b>Consulted:</b> CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.12</b>  <b>Create POM COAs</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> The POM COA development and selection process is initiated once AF/A8P receives prioritized recommendations for D/I/Os that were identified by the AFCS. AF/A8P is responsible for generating COAs and adjusting them as needed by guidance given from the SecAF and CSAF. SAF/FMC collaborates with AF/A8P to review POM COAs for costing impacts to update cost risk analyses.  <b>Business Rule(s):</b> AF/A8P must incorporate prioritized D/I/O information into draft POM COAs.</p> <p><b>Input(s):</b> D/I/Os: Recommended/Prioritized (AF Council), POM: COA Approval Decision (SecAF and CSAF), POM: COA Approval Decision (AF Council)  <b>Output(s):</b> Manpower Impacts, POM: COAs, Send Notification: Request Feedback on POM COAs, Cost Impacts (SAF/FMC)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A5/8, SAF/FM  <b>Supportive:</b> SAF/FMB, AFCS, AF/A1M, AF/A9  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMC</p>
<p><b>2.13</b>  <b>Provide Feedback on POM COAs</b></p>	<p><b>Activity Performer:</b> CFLs and AF Functionals  <b>Description:</b> The CFLs and AF Functionals review the POM: COAs to provide feedback that determines any objections or potential issues with the identified COAs. CFLs and AF Functionals are responsible for completing this activity step and generating COA Appeals for the POM with support from SAF/FMB and AF/A1M providing Manpower Impacts.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Manpower Impacts: COAs, POM: COAs  <b>Output(s):</b> POM: COA Appeals, Send Notification: MPES Updates</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> CFLs and AF Functionals  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB, AFCS, AF/A1M, AF/A9</p>

	<p><b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>
<p><b>2.14</b>  <b>Incorporate POM COA Appeals</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives POM COA appeals from the CFLs and AF Functionals and incorporates into the POM. The POM COA result is determined by the AFCS for approval of any additional recommendations/modifications. AF/A8P is responsible for completing this activity step and incorporating the POM COA appeals into the POM with support from SAF/FMB, CFLs, AF Functionals, and AF/A1M.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: COA Appeals, POM: Incorporated ZBTs, Enterprise Manpower Impacts Rationale  <b>Output(s):</b> POM: Incorporated COA Appeals, Send Notification: MPES Updates</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A5/8, SAF/FM  <b>Supportive:</b> SAF/FMB, AFCS, AF/A1M  <b>Consulted:</b> AF/A8XP, CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.15</b>  <b>Determine POM COA Approval (AF Council)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Council)  <b>Description:</b> The AF Council receives the POM, incorporating the COA appeals from AF/A8P and decides whether or not the incorporated POM appeals are justified. SAF/FMC presents the programmatic cost risk brief to the AFCS Council to support them in their decision for POM COA approval.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Incorporated COA Appeals  <b>Output(s):</b> POM: COA Approval Decision (AF Council), Send Notification: Inform SAF/IEIB of POM: COA Approval Decision (AF Council)  <i><b>Exclusive Gateway:</b> If 'Approve,' proceed to Step 2.16. If 'Disapprove,' proceed to Step 2.12.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Council)  <b>Accountable:</b> AFCS (AF Council)</p>



	<p><b>Supportive:</b> AF/A5/8, SAF/FM, SAF/FMB, AF/A1M, SAF/FMC  <b>Consulted:</b> AF/A8XP, AF/A8P  <b>Informed:</b> N/A</p>
<p><b>2.16</b>  <b>Determine POM COA Approval (SecAF and CSAF)</b></p>	<p><b>Activity Performer:</b> SecAF and CSAF  <b>Description:</b> If the POM: COA is approved by the AFCS (AF Council), the SecAF and CSAF then determine whether to approve the POM: COA Approval. If the POM: COA is approved, the POM: COA will return to AF/A8P. SecAF and CSAF are responsible for approving this activity step and providing feedback to AF/A8XP, SAF/FMB, and CFLs based on their decision to approve or disapprove.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: COA Approval Decision (AF Council)  <b>Output(s):</b> POM: COA Approval Decision (SecAF and CSAF)  <i>Exclusive Gateway: If 'Disapprove,' proceed to Step 2.12. If 'Approve,' proceed to <b>Parallel Gateway: Proceed to Step 2.17 and Step 2.18.</b></i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF and CSAF  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> N/A  <b>Consulted:</b> AF/A8XP  <b>Informed:</b> SAF/FMB, CFLs and AF Functionals</p>
<p><b>2.17</b>  <b>Prepare POM Brief and Memo for OSD</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> After receiving the approval from the SecAF and CSAF, AF/A8P prepares a POM Brief and Memo for OSD.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: COA Approval Decision (SecAF and CSAF), Manpower Impacts with Rationale  <b>Output(s):</b> POM: Brief, Transmittal Memo  <i>Proceed to <b>Program Defense 2.24, Step 2.24.01.</b></i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> SAF/FMB, AFCS, AF/A8XP, CFLs and AF Functionals, AF/A1M  <b>Consulted:</b> SAF/FMB  <b>Informed:</b> N/A</p>

<p><b>2.18</b>  <b>Perform Minor Adjustments to POM Options to Balance by Year</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P balances the current cycle POM: COA after receiving the POM: COA Approval Decision from the SecAF and CSAF, by implementing minor adjustments. AF/A8P is responsible for completing this activity step and generating the POM: Updated to Balance by Year with support from the CFLs, AF Functionals, AF/A1M, AF/A4, and SAF/AQ to validate minor adjustments. SAF/FMC supports AF/A8P to conduct an assessment of POM options to determine the final cost risk to update the programmatic costing records for the next SPPBE cycle.  <b>Business Rule(s):</b> The ICEs, SCPs, NACAs, and POEs are respectively hierarchical in authority as data sources and must be utilized in this sequence as applicable.</p> <p><b>Input(s):</b> POM: COA Approval Decision (SecAF and CSAF), POM: Validated, ICEs/SCPs/NACAs: POM Balanced(Current Cycle), POEs: POM Balanced (Current Cycle)  <b>Output(s):</b> POM: Updated to Balance by Year</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> AFCS, AF/A1M, SAF/AQ, AF/A4, SAF/FMB, SAF/FMC  <b>Consulted:</b> AF/A8XP, CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.19</b>  <b>Create POM File for ABIDES</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P creates the adjusted POM file in preparation to upload into ABIDES. The POM file is sent to SAF/FMB to process and validate the final POM balance. AF/A8P is responsible for completing this activity step and generating the POM: File for ABIDES with CFLs, AF Functionals, AF/A1M, and SAF/FMB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Updated to Balance by Year  <b>Output(s):</b> POM: File for ABIDES</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> AFCS, SAF/FMB, AF/A1M  <b>Consulted:</b> CFLs and AF Functionals  <b>Informed:</b> N/A</p>

<p><b>2.20</b> <b>Process POM Options</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB receives the database file for the POM: COA and proceeds to process options for ABIDES. SAF/FMB is responsible for completing this activity step and generating the POM: Processed Options.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: File for ABIDES  <b>Output(s):</b> POM: Processed Options</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.21</b> <b>Validate Balanced POM Submission</b></p>	<p><b>Activity Performer:</b> AF/A8P and SAF/FMB  <b>Description:</b> AF/A8P and SAF/FMB receive the POM with processed options and validate the ABIDES File for final submission. This activity includes the upload of lower level detail such as Military Construction (MILCON) Project Detail.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Processed Options  <b>Output(s):</b> POM: Validated  <i>Exclusive Gateway: If 'Minor Adjustments Needed,' proceed to Step 2.18. If 'Validated,' proceed to <b>Parallel Gateway:</b> Proceed to Step 2.22 and Step 2.23.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P, SAF/FMB  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> AFCS, Appropriation Managers and Programmers, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> SecAF, USecAF, CSAF, VCSAF, CFLs and AF Functionals</p>
<p><b>2.22</b> <b>Upload Final Validated POM Submission into PRCP/SDCS</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB is responsible for uploading the validated POM into the Program Resources Collection Process (PRCP)/Standard Data Collection System (SDCS) system in order to create a final balanced POM submission. SAF/FMC collaborates with SAF/FMB in evaluating ABIDES data to create the latest budget profiles for the programmatic costing records</p>

	<p>for the next SPPBE cycle.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Validated  <b>Output(s):</b> POM: Uploaded, Send Notification: Inform OSD Comptroller, SAF/IEIB and AF/A1M of POM Submission</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A8P, Appropriation Managers and Programmers, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8XP, SAF/FMC</p>
<p><b>2.23</b>  <b>Share J-Book Data</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB with Appropriation Managers and Programmers incorporates the uploaded POM and shares the J-Book data.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Uploaded  <b>Output(s):</b> J-Book: EAS Data, J-Book: IDECS Data, OSD Select and Native Programming (SNaP) Report</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A8P, AF/A1M, Appropriation Managers and Programmers  <b>Consulted:</b> AFCS  <b>Informed:</b> AF/A8XP</p>
<p><b>2.24</b>  <b>Program Defense</b>  <i>(Sub-process)</i></p>	<p><b>Description:</b> This sub-process provides additional detail where OSD, OMB, and Congressional responses to the AF budget and programmatic changes are analyzed. The Program Defense process includes the AF's assessment and response to OSD Programmatic Issue Papers and the Program Decision Memorandum. AF/A8P is responsible for completing this sub-process and responding to the PDM.</p>

<p><b>2.24.01</b> <b>Brief POM</b></p>	<p><b>Activity Performer:</b> AF/A5/8  <b>Description:</b> The SAF/FM is briefed on the validated POM submission. AF/A8P creates briefing documents for the AF/A5/8 to brief the Secretary of Defense (SECDEF) Deputy’s Management Action Group (DMAG).  <b>Business Rule(s):</b> Must submit into Expresso Database.</p> <p><b>Input(s):</b> POM: Brief, Transmittal Memo, POM: Uploaded, OSD CAPE: Program Review Guidance, Manpower Programmatic: Updated  <b>Output(s):</b> POM: Briefed</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A5/8  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> SAF/FMB, AF/A8P, AF/A9, AF/A1M  <b>Consulted:</b> AF/A5/8, SAF/FMB  <b>Informed:</b> AFCS, AF/A8XP, AF Issue Team Leads, CFLs and AF Functionals</p>
<p><b>2.24.02</b> <b>Submit POM Brief and Transmittal Memo for OSD</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P creates a POM brief and Transmittal Memo for OSD review, approval, and issue identification. AF/A8P is responsible for completing this activity step and generating the POM: Brief and Transmittal Memo with support from SAF/FMB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Briefed  <b>Output(s):</b> POM: Brief OSD, Transmittal Memo</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> AF/A5/8, SAF/FM, AF/A8XP, AF/A1M, SAF/FMB  <b>Informed:</b> N/A</p>
<p><b>2.24.03</b> <b>Develop/Incorporate POM Issues</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> OSD consolidates issues from CCMDs, Secretaries of Military Departments, Under Secretaries of Defense, United States Special Operations Command, the DoD Inspector General, and the Director, OT&amp;E in order to identify and highlight main objectives to incorporate into the Issue Papers.  <b>Business Rule(s):</b> N/A</p>

	<p><b>Input(s):</b> POM: OSD Brief, Transmittal Memo  <b>Output(s):</b> POM: Issues  <i>Parallel Gateway: Proceed to Step 2.24.04 and Step 2.24.05.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.04</b>  <b>Establish Issues Team</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> OSD notifies services of regional or functionally-focused “Issue Team” to address all issues raised. OSD is responsible for standing up OSD issue teams and the AF will stand up AF issue teams to work with them.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> POM: Issues  <b>Output(s):</b> Issue Teams: Created, Send Notification: Inform Services of Issue Teams</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.05</b>  <b>Develop and Publish Issue Papers</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> OSD develops and publishes Issue Papers that identify objections or lack of a line item in the POM.  <b>Business Rule(s):</b> When OSD publishes Issue Papers this triggers AF/A8P to start the Offsets process 2.25. Issue Papers are not key inputs into the Offsets process, however, this enables AF/A8P adequate resources and time to initiate and complete the Offsets process.</p> <p><b>Input(s):</b> POM: Issues  <b>Output(s):</b> Issue Papers: Published</p>

	<p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.06</b>  <b>Perform Initial Issue Paper Assessment</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives the Issue Papers from OSD to further analyze and disseminate key issues identified in the POM. AF/A8P is responsible for completing this activity step and generating the draft Total Bill, as well as the Issue Tracker Drafts with support provided by the AF/A8XP and AF/A1M.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Issue Papers: Published  <b>Output(s):</b> Total Bill: Draft, Issue Tracker: Draft  <i>Parallel Gateway: Proceed to Step 2.24.07 and Step 2.24.08.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A8XP, AF/A1M  <b>Consulted:</b> SAF/FMB, Appropriation Managers and Programmers  <b>Informed:</b> SAF/FMB, CFLs and AF Functionals</p>
<p><b>2.24.07</b>  <b>Identify Issue Team Lead(s)</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P identifies an AF Issue Team Leads that will be responsible to identify issues in the POM. However, Issue Teams are created by the OSD.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft, Issue Teams: Created  <b>Output(s):</b> Issue Team Lead: Identified</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A5/8  <b>Supportive:</b> AF Issue Team Leads  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, AFCS, Appropriation Managers and Programmers</p>

<p><b>2.24.08</b> <b>Identify Lead for Issue Papers</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P identifies a Lead specifically to take on responsibility for the Issue Papers and to follow-up on specific issues identified in processes before. AF/A8P is responsible for completing this activity step and identifying Issue Paper Leads with support from the CFLs and AF Functionals.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft  <b>Output(s):</b> Issue Paper Lead: Identified</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> CFLs and AF Functionals, AF/A9  <b>Consulted:</b> AF/A1M  <b>Informed:</b> AF Issue Team Leads, SAF/FMB, Appropriation Managers and Programmers</p>
<p><b>2.24.09</b> <b>Analyze Issue</b></p>	<p><b>Activity Performer:</b> AF Issue Team Leads  <b>Description:</b> AF Issue Team Leads evaluate issues and coordinate comments for AF position in the form of an executive summary to inform AF/A5/8 of Issues identified by AF/A8P. AF Issue Team Leads are responsible for completing this activity step and generating the Executive Summary and RAPIDS file for the Issue Paper with AF/A8P, SAF/FMB, CFLs and AF Functionals, AF/A8XP, AF/A1M, and CFLs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft, Issue Team Lead: Identified, Issue Paper Lead: Identified, Manpower Impacts: Feedback  <b>Output(s):</b> Executive Summary: Issue Paper, RAPIDS File: Issue Paper  <i>Parallel Gateway: Proceed to Step 2.24.10 and Step 2.24.12.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF Issue Team Leads  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A8P, SAF/FMB, AF/A8XP, CFLs and AF Functionals, AF/A9, AF/A1M  <b>Consulted:</b> SAF/FMB, Appropriation Managers and Programmers, SAF/FMC  <b>Informed:</b> N/A</p>



<p><b>2.24.10</b>  <b>Screen/Edit Issue Paper Files</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> The executive summary is sent to AF/A5/8 to be made aware of the entire process with additional Issue Papers. AF/A8P is responsible for completing this activity step and generating the updated RAPIDS File, Executive Summary, Total Bill, and an Issue Tracker.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft, Executive Summary: Issue Paper, RAPIDS File: Issue Paper  <b>Output(s):</b> Executive Summary: Updated, RAPIDS File: Updated, Total Bill: Updated, Issue Tracker: Updated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.11</b>  <b>Review Executive Summary</b></p>	<p><b>Activity Performer:</b> AF/A5/8 and Top 4 (SecAF, USecAF, CSAF, VCSAF)  <b>Description:</b> AF/A5/8, VCSAF, CSAF, USecAF, and SecAF receive, analyze, and adjust the Executive Summary.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAPIDS File: Updated, Executive Summary: Updated, Total Bill: Updated, Issue Tracker: Updated  <b>Output(s):</b> Executive Summary: Reviewed  <i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A5/8, SecAF, USecAF, CSAF, VCSAF  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> SAF/FMB, AF/A8XP, AF/A8P  <b>Informed:</b> SAF/FM</p>
<p><b>2.24.12</b>  <b>Resolve Issue Paper Issues with OSD</b></p>	<p><b>Activity Performer:</b> AF Issue Team Leads  <b>Description:</b> Coordinate with the OSD to resolve outstanding issues identified in Issue Papers. AF Issue Team Leads are responsible for completing this activity step and generating the Issue Paper: Resolution</p>

	<p>Determination.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Executive Summary: Issue Paper, RAPIDS File: Issue Paper, Manpower Reclama: Updated  <b>Output(s):</b> Issue Paper: Resolution Determination, OSD Issue Slides  <i><b>Exclusive Gateway:</b> If 'Resolution,' <b>Process Ends.</b> If 'No Resolution,' proceed to Step 2.24.13.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF Issue Team Leads  <b>Accountable:</b> AF Issue Team Leads  <b>Supportive:</b> N/A  <b>Consulted:</b> AF/A1M, SAF/FMC  <b>Informed:</b> AF/A8P, SAF/FMB, AF/A8XP</p>
<p><b>2.24.13</b>  <b>Prep AF/A5/8</b></p>	<p><b>Activity Performer:</b> AF Issue Team Leads  <b>Description:</b> The AF Issue Team Leads are responsible for creating a draft brief sheet and providing read-ahead materials that define issues and current status in preparation to facilitate a briefing with these inputs for OSD. AF/A8P and AF Issue Team Leads are responsible for completing this activity step and generating the OSD Issue Slides, and a draft Brief Sheet with SAF/FMB Appropriation Managers and CFLs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> OSD Issue Slides, Issue Paper: Resolution Determination, Skull Input: Updated  <b>Output(s):</b> OSD Issue Slides: Facerized, Brief Sheet: Draft</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF Issue Team Leads  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> SAF/FMB, Appropriation Managers and Programmers, CFLs and AF Functionals, AF/A9, AF/A1M  <b>Consulted:</b> SAF/FMB, AFCS, AF/A8XP  <b>Informed:</b> AF/A5/8, SAF/FM</p>
<p><b>2.24.14</b>  <b>Defend AF Position at 3-Star Review</b></p>	<p><b>Activity Performer:</b> AF/A5/8  <b>Description:</b> If an issue is resolved, the issue is assessed for potential corrective options. If resolved, RAPIDS is updated. If unresolved CFLs will prepare for Deputy Management Action Group (DMAG). AF/A5/8 and AF/A5/8 is responsible for completing this activity step and generating the</p>

	<p>updated Brief Sheet, Total Bill, and Issue Tracker.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> OSD Issue Slides: Facerized, Brief Sheet: Draft  <b>Output(s):</b> Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated  <i>Exclusive Gateway: If 'Resolved Issue,' proceed to Step 2.24.15 then Process Ends. If 'Unresolved Issue,' proceed to Step 2.24.16.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A5/8  <b>Accountable:</b> SAF/FM, AF/A5/8  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.15</b>  <b>Update RAPIDS</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P submits all programmatic deliverables for the resolved issue(s) that consists of the updated Brief Sheet, Total Bill, and Issue Tracker with support from SAF/FMB, as required.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated  <b>Output(s):</b> Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated <i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> AF/A1M, AF Issue Team Leads, SAF/FMB, Appropriation Managers and Programmers, CFLs and AF Functionals  <b>Informed:</b> N/A</p>
<p><b>2.24.16</b>  <b>Prepare for DMAG</b></p>	<p><b>Activity Performer:</b> AF Issue Team Leads  <b>Description:</b> The AF Issue Team Leads update the Issue Tracker and Total Bill, while creating facerized slides and updating the brief sheet for AF/A5/8 to defend the AF position to the DMAG. AF/A8P and AF Issue Team Leads are responsible for completing this activity step and generating the DMAG Issue Slides and an updated Brief Sheet, Total Bill, and Issue Tracker with SAF/FMB, SAF/FMB Appropriation Managers, AF</p>

	<p>Functionals, and CFLs.  <b>Business Rule(s):</b> N/A  <b>Input(s):</b> DMAG Issue Slides, Brief Sheet: Updated, Total Bill: Updated, Issue Tracker: Updated, Manpower DMAG Issue Slides: Facerized  <b>Output(s):</b> DMAG Issue Slides: Facerized</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P, AF Issue Team Leads  <b>Accountable:</b> AF/A5/8, SAF/FM  <b>Supportive:</b> SAF/FMB, Appropriation Managers and Programmers, CFLs and AF Functionals, AF/A9, AF/A1M  <b>Consulted:</b> AF/A8XP, SAF/FMB  <b>Informed:</b> SecAF, USecAF, CSAF, VCSAF</p>
<p><b>2.24.17</b>  <b>Defend AF Position at DMAG</b></p>	<p><b>Activity Performer:</b> Top 4 (SecAF, USecAF, CSAF, VCSAF)  <b>Description:</b> The AF Position is defended by SecAF, USecAF, CSAF, and VCSAF producing a Bullet Paper or briefing that outlines the AF Position at DMAG.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> DMAG Issue Slides: Facerized  <b>Output(s):</b> Issue Paper: AF Position at DMAG</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF, USecAF, CSAF, VCSAF  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> AF/A9  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.18</b>  <b>Determine DepSecDef Decision (OSD CAPE)</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> The SecAF, USecAF, CSAF, and VCSAF addresses the program issue and OSD makes final programmatic decisions. OSD publishes a draft Program Decision Memorandum (PDM) for all the Services to disseminate.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Issue Paper: AF Position at DMAG, 1-N Offset List: Approval Decision (OSD)  <b>Output(s):</b> PDM: Draft</p>

	<p><i><b>Inclusive Gateway:</b> Proceed to Step 2.24.19; If ‘Resolved with Bill,’ proceed to Programming Sub-process 2.25.01; If ‘Resolved with No Bill,’ proceed to Step 2.24.20.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD  <b>Accountable:</b> OSD  <b>Supportive:</b> SecAF, USecAF, CSAF, VCSAF  <b>Consulted:</b> N/A  <b>Informed:</b> AFCS, AF/A5/8, SAF/FM, AF/A8P, SAF/FMB, AF/A8XP, AF/A1M, AF Issue Team Leads, Appropriation Managers and Programmers, CFLs and AF Functionals</p>
<p><b>2.24.19</b>  <b>Perform Initial Assessment of PDM</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives the PDM from OSD and performs an initial assessment for directives and AF Issue Team Leads. AF/A8P is responsible for completing this activity step and generating the updated Total Bill and Issue Tracker with CFLs, AF Functionals, AF Issue Team Leads, and SAF/FMB Appropriation Managers.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: Draft, Total Bill: Updated, Issue Tracker: Updated, PDM: Manpower Initial Assessment  <b>Output(s):</b> Total Bill: Updated, Issue Tracker: Updated, Send Notification: Distribute PDM, PDM: Draft</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> CFLs and AF Functionals, AF Issue Team Leads, SAF/FMB, Appropriation Managers and Programmers, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8XP</p>
<p><b>2.24.20</b>  <b>Update Total Bill and Issue Tracker</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> Per the PDM, the Total Bill and Issue Tracker must be updated to reflect the Deputy Secretary of Defense (DepSecDef) Decision regarding total programs in the AF. AF/A8P is responsible for completing this activity step and generating the updated Total Bill and Issue Tracker.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: Draft, Total Bill: Updated, Issue Tracker: Updated,</p>

	<p>Receive Notification: AF/A1M MPES MCCNs: Updated  <b>Output(s):</b> Total Bill: Updated, Issue Tracker: Updated  <i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> SAF/FMB, AFCS, AF Issue Team Leads  <b>Informed:</b> AF/A8XP</p>
<p><b>2.24.21</b>  <b>Analyze PDM</b></p>	<p><b>Activity Performer:</b> AF Issue Team Leads  <b>Description:</b> The AF Issue Team Lead identifies concerns for the PDM technical correction and critical objections in preparation to produce comments on future PDM changes.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Updated, Issue Tracker: Updated, PDM: Draft  <b>Output(s):</b> Draft PDM: Proposed AF Comments</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF Issue Team Leads  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> AFCS, AF/A8XP, AF/A1M, SAF/FMB, Appropriation Managers and Programmers, CFLs and AF Functionals  <b>Consulted:</b> SAF/FMB  <b>Informed:</b> SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM, SAF/FMB</p>
<p><b>2.24.22</b>  <b>Develop AF Response to PDM</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives the technical corrections and critical objections from the AF Issue Team Leads and drafts a response for Leadership review. AF/A8P is responsible for completing this activity step and generating the Draft PDM: AF Response with SAF/FMB, AF Functionals, AF/A8XP, AF/A1M, AF Issue Team Leads, SAF/FMB Appropriation Managers, and CFLs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Draft PDM: Proposed AF Comments, Talking Points: Delivered  <b>Output(s):</b> Draft PDM: AF Response</p> <p><b><u>Roles and Responsibilities</u></b></p>

	<p><b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> SAF/FMB, AF/A8XP, AF/A1M, AF Issue Team Leads, Appropriation Managers and Programmers, CFLs and AF Functionals, AF/A1M  <b>Consulted:</b> SAF/FMB  <b>Informed:</b> SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM</p>
<p><b>2.24.23</b>  <b>Provide Input for AF PDM Response (AF/A5/8)</b></p>	<p><b>Activity Performer:</b> AF/A5/8  <b>Description:</b> Additional inputs are incorporated into an assessment of the AF response to the PDM before the SecAF, USecAF, CSAF, and VCSAF conducts a review. AF/A8P is responsible for completing this activity step and generating the PDM: AF Response (AF/A5/8).  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Draft PDM: AF Response  <b>Output(s):</b> PDM: AF Response (AF/A5/8)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A5/8  <b>Accountable:</b> AF/A5/8  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.24</b>  <b>Provide Input for AF PDM Response (Top 4)</b></p>	<p><b>Activity Performer:</b> Top 4 (SecAF, USecAF, CSAF, VCSAF)  <b>Description:</b> The VCSAF, CSAF, USecAF, and SecAF provides input, technical corrections, and objections raised from the AF Issue Team Leads after review of the issued PDM. The VCSAF, CSAF, USecAF, and SecAF are responsible for completing this activity step and providing input into the PDM: AF Response.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: AF Response (AF/A5/8)  <b>Output(s):</b> PDM: AF Response (Top 4)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF, USecAF, CSAF, VCSAF  <b>Accountable:</b> SecAF, USecAF, CSAF, VCSAF  <b>Supportive:</b> N/A  <b>Consulted:</b> AF/A5/8, SAF/FM  <b>Informed:</b> N/A</p>

<p><b>2.24.25</b>  <b>Upload AF Response to PDM into Expresso</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P submits the AF Response to PDM into the OSD Expresso Database. AF/A8P is responsible for completing this activity step and uploading the Final PDM: AF Response into Expresso. AF/A8P utilizes selected 1-N Offset List from the AFCS to balance bills from the Program Review.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: AF Response (Top 4)  <b>Output(s):</b> Final PDM: AF Response</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.26</b>  <b>Sign Final PDM (OSD Comptroller)</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> OSD determines final current PDM Approval. OSD is responsible for completing this activity step and generating a signed PDM.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Final PDM: AF Response  <b>Output(s):</b> PDM: Signed, <i>Send Notification: Inform OSD of published PDM</i>  <b>Parallel Gateway:</b> <i>Proceed to Step 2.24.27 and Balancing BES 3.0, Steps 3.01 and 3.02.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.27</b>  <b>Analyze Final PDM</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P submits a draft PDM response to AF/A5/8 for an approval on changes. AF/A8P is responsible for completing this activity step and generating an updated Total Bill, Issue Tracker, and ABIDES file with SAF/FMB, AF Functionals, AF/A8XP, AF/A1M, AF Issue Team Leads, SAF/FMB Appropriation Managers, and CFLs. SAF/FMC</p>



	<p>collaborates with AF/A8P to review the PDM: Signed and SAF/FMC updates programmatic costing records for the next SPPBE cycle.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: Signed, Total Bill: Updated, Issue Tracker: Updated</p> <p><b>Output(s):</b> Total Bill: Updated, Issue Tracker: Updated</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> N/A</p> <p><b>Supportive:</b> SAF/FMB, AF/A8XP, AF/A1M, AF Issue Team Leads, Appropriation Managers and Programmers, CFLs and AF Functionals</p> <p><b>Consulted:</b> SAF/FMB, SAF/FMC</p> <p><b>Informed:</b> SecAF, USecAF, CSAF, VCSAF, AF/A5/8, SAF/FM</p>
<p><b>2.24.28</b> <b>Create PDM File for ABIDES</b></p>	<p><b>Activity Performer:</b> AF/A8P</p> <p><b>Description:</b> AF/A8P creates the adjusted PDM file in preparation to upload into ABIDES. AF/A8P is responsible for completing this activity step and generating the PDM: File for ABIDES.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Updated, Issue Tracker: Updated , PDM: Signed</p> <p><b>Output(s):</b> PDM: File for ABIDES</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> AF/A8P</p> <p><b>Supportive:</b> N/A</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> N/A</p>
<p><b>2.24.29</b> <b>Process PDM Options</b></p>	<p><b>Activity Performer:</b> SAF/FMB</p> <p><b>Description:</b> SAF/FMB receives the database file for the PDM: COA and proceeds to process options for ABIDES. SAF/FMB is responsible for completing this activity step and generating the PDM: Processed Options.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: File for ABIDES</p> <p><b>Output(s):</b> PDM: Processed Options</p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> AF/A8P</p>

	<p><b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.24.30</b>  <b>Upload Final Validated PDM Submission into PRCP/SDCS/CIS</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> AF/A8P collaborates with SAF/FMB to upload the validated PDM into the PRCP/SDCS/CIS system in order to create a final balanced PDM submission.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: Processed Options  <b>Output(s):</b> PDM: Uploaded, Send Notification: Inform Team Leads of PDM</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> AF/A8P  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25</b>  <b>Offsets</b>  <i>(Sub-process)</i></p>	<p><b>Description:</b> Exercise Options are developed in order to adjust the BES position to balance or implement guidance on how to better align programmatic changes with the Strategy and guidance from Leadership.</p>
<p><b>2.25.01</b>  <b>Provide Offsets</b>  <b>(AF Functionals)</b></p>	<p><i>Entry from Program Defense 2.24, Step 2.24.18</i>  <b>Activity Performer:</b> AF Functionals  <b>Description:</b> This process is triggered when the AF Functionals receive ‘Request Offsets’ notification from AF/A8P. CFLs and AF Functionals could provide Offsets identified throughout the POM issue process and create a RAPIDS File for deliver to the Panel.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PDM: Draft, Receive Notification: Request Offsets, SAF/AG Audit Results: PMB/PMC, Manpower Offsets, Manpower Programmatic Impacts: Panel Offsets  <b>Output(s):</b> RAPIDS: Offsets</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF Functionals  <b>Accountable:</b> AF/A8PE</p>

	<p><b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/AG</p>
<p><b>2.25.02</b>  <b>Create Initial 1-N Offset List</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives RAPIDS file of Offsets and drafts a 1-N offset list. AF/A8P is responsible for completing this activity step and generating the 1-N Offset List: Initial Draft.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> RAPIDS: Offsets, Manpower Changes with Rationale: Updated  <b>Output(s):</b> 1-N Offset List: Initial Draft</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M, CFLs and AF Functionals  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.03</b>  <b>Validate/Integrate 1-N Offset List (AF Group)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Group)  <b>Description:</b> The AF Group validates and integrates updates to 1-N Offset List, as needed. The AFCS (AF Group, AF Board, AF Council) is responsible for completing this activity step and generating the 1-N Offset List: Recommended/Prioritized.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Backcasting Options, 1-N Offset List: Initial Draft  <b>Output(s):</b> 1-N Offset List: Recommended/Prioritized (AF Group), Send Notification: Update MPES</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Group)  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.04</b>  <b>Validate/Integrate 1-N Offset List (AF Board)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Board)  <b>Description:</b> The AF Board validates and integrates updates to 1-N Offset List, as needed. The AFCS (AF Group, AF Board, AF Council) is responsible for completing this activity step and generating the 1-N Offset</p>

	<p>List: Recommended/Prioritized.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Backcasting Options, 1-N Offset List: Recommended/Prioritized (AF Group), Receive Notification: AF/A1M MPES: Updated Manpower Changes  <b>Output(s):</b> 1-N Offset List: Recommended/Prioritized (AF Board)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Board)  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.05</b>  <b>Validate/Integrate 1-N Offset List (AF Council)</b></p>	<p><b>Activity Performer:</b> AFCS (AF Council)  <b>Description:</b> The AF Council validates and integrates updates to 1-N Offset List, as needed. The AFCS (AF Group, AF Board, AF Council) is responsible for completing this activity step and generating the 1-N Offset List: Recommended/Prioritized.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Backcasting Options, 1-N Offset List: Recommended/Prioritized (AF Board)  <b>Output(s):</b> 1-N Offset List: Recommended/Prioritized (AF Council)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AFCS (AF Council)  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.06</b>  <b>Create 1-N Offset List COAs</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P receives the adjustments made by the AFCS and creates and distributes a list of COAs to address identified and approved Offsets to AF Functionals. AF/A8P is responsible for completing this activity step and generating the 1-N Offset List: COAs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Recommended/Prioritized (AF Council), 1-N</p>

	<p>Offset List: Approval Decision (SecAF and CSAF)  <b>Output(s):</b> 1-N Offset List: COAs</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.07</b>  <b>Provide Feedback on 1-N Offset List COAs</b></p>	<p><b>Activity Performer:</b> CFLs and AF Functionals  <b>Description:</b> CFLs and AF Functionals provide feedback on their alignment with 1-N COAs.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: COAs, Manpower Rationale Offsets Template: Updated  <b>Output(s):</b> 1-N Offset List: Comments from Functionals</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> CFLs and AF Functionals  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.08</b>  <b>Incorporate Feedback</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P incorporates feedback to identify COA objections that are integrated into the 1-N Offset List for Leadership review. AF/A8P is responsible for completing this activity step and generating the 1-N Offset List: Feedback from Functionals.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Comments from Functionals  <b>Output(s):</b> 1-N Offset List: Feedback from Functionals</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M, CFLs and AF Functionals  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>2.25.09</b>  <b>Determine Approval on 1-N Offset List (SecAF and CSAF)</b></p>	<p><b>Activity Performer:</b> SecAF and CSAF  <b>Description:</b> Receive updated 1-N Offset list and offer approval decision on any integrated objections from the CFLs. SecAF and CSAF are responsible for completing this activity step and generating the 1-N Offset List: Approval Decision.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Feedback from Functionals  <b>Output(s):</b> 1-N Offset List: Approval Decision (SecAF and CSAF)  <b>Exclusive Gateway:</b> <i>If 'Disapprove,' proceed to Step 2.25.06. If 'Approve,' proceed to Step 2.25.10.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF and CSAF  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>
<p><b>2.25.10</b>  <b>Shorten 1-N List to get a Zero Balance</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P rebalances 1-N Offset List to create a zero balance of offsets from the COAs and forwards 1-N list to the OSD.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Approval Decision (SecAF and CSAF), 1-N Offset List: Approval Decision (OSD)  <b>Output(s):</b> 1-N Offset List: Zero Balance, Send Notification: Forward Shortened 1-N Offset List to OSD</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A1M, CFLs and AF Functionals  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>2.25.11</b>  <b>Determine Approval on 1-N Offset List</b></p>	<p><b>Activity Performer:</b> OSD  <b>Description:</b> OSD determines if the zero balance 1-N list is validated and verified for accuracy and publishes an approval decision. OSD is responsible for completing this activity step and generating the 1-N Offset List: Approval Decision. Process is iterative until all offsets are approved.  <b>Business Rule(s):</b> N/A</p>

	<p><b>Input(s):</b> 1-N Offset List: Zero Balance <b>Output(s):</b> 1-N Offset List: Approval Decision (OSD) <i>Exclusive Gateway: If 'Disapprove,' proceed to Step 2.25.10. If 'Approve,' Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b> <b>Responsible:</b> OSD <b>Accountable:</b> N/A <b>Supportive:</b> AF/A1M <b>Consulted:</b> N/A <b>Informed:</b> N/A</p>
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## 7.0 – SPPBE Phase III – Budgeting

### 7.1 – Budgeting Process Summary

The Budgeting Phase of the AF SPPBE process involves the formulation and control of near-term resource requirements, allocation, and use, based on the results of the Planning and Programming phases. The BES is developed and submitted to OSD Comptroller based on the POM, as modified by programmatic updates and fact-of-life changes. OSD Comptroller conducts a Budget Review to evaluate the BES, ensuring programs are correctly costed and dollars are budgeted in fiscal management rules. During the review, OSD Comptroller directs changes to the Services' budgets by issuing PBD. The PBD are incorporated into a PB and presented to OSD and Congress. The budget is defended until enacted by Congress, beginning the Budget Execution Phase.

### 7.2 – Budgeting Process Map Summary

The high-level Budgeting phase process is outlined in *Figure 9* and a summary of the process detail and roles and responsibilities is in the *Appendix Section V*. The process detail contains the detailed Budgeting process maps indicating the process performer(s) (swim lanes), activities, inputs, and outputs. The RASCI model documents the detailed roles and responsibilities of process steps.

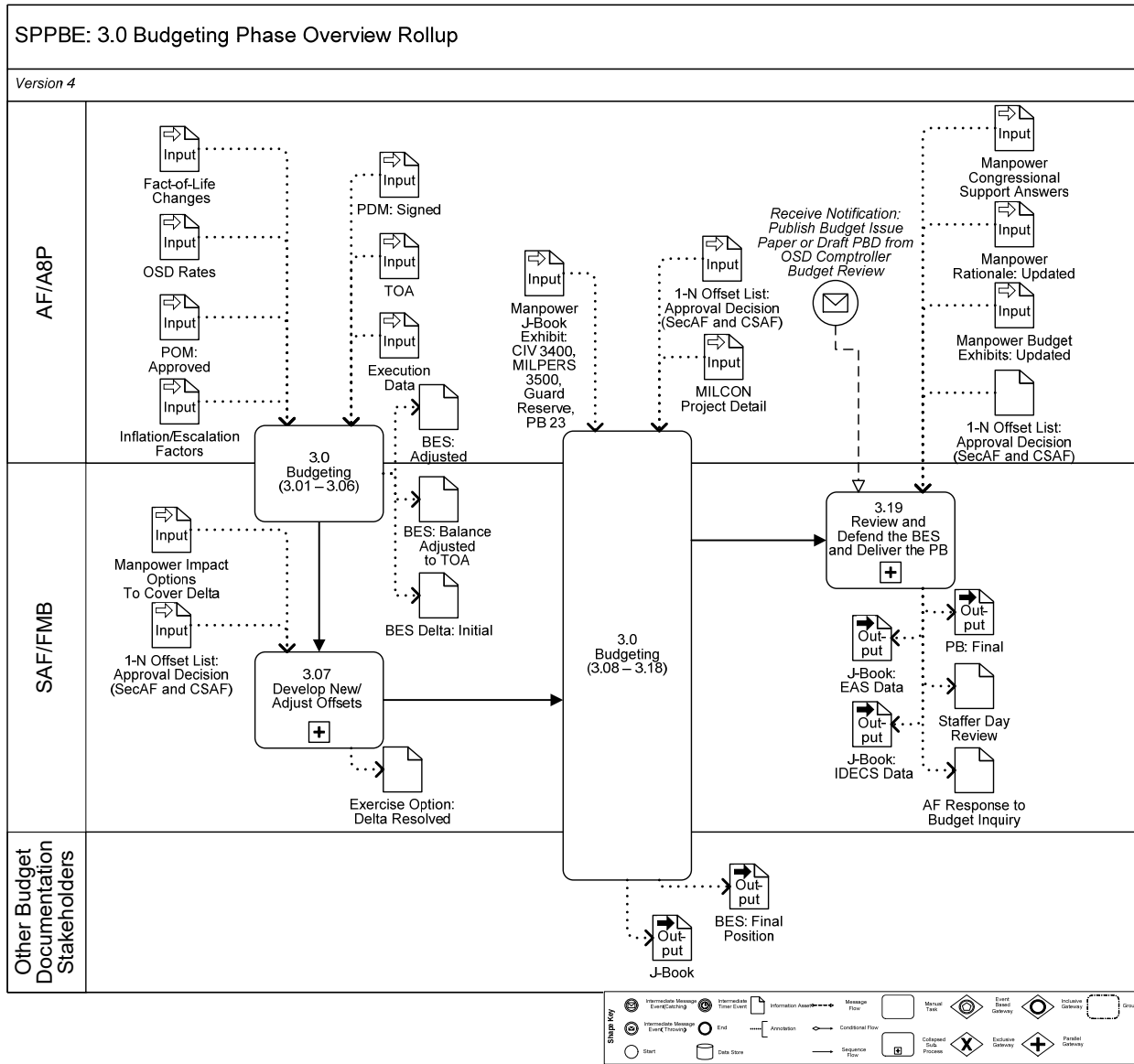
The following is a list of Budgeting maps detailed in *Appendix Section V*:

- 3.00 – Balancing BES
- 3.07 – Develop New/Adjust Offsets (Not Balance to TOA and Under Threshold)
- 3.19 – Review and Defend the BES and Deliver the PB

In addition, a SIPOC model is in *Appendix Section IV*. The SIPOC provides a different view of the Budgeting phase and key process activity linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs) and was used as the starting point to create the detailed process maps.



**Figure 9 – Budgeting Process Summary Map:**



**7.3 – Description of Process Steps: Budgeting Phase**

<p><b>3.0 Balancing BES</b></p>	<p><b>Description:</b> The Budgeting Phase of the AF SPPBE process is where POM pricing is updated, Fact-of-Life changes and economic assumptions are applied, OMB/OSD directed changes are incorporated, justifications are codified, and the PB is defended. After the POM is submitted, the Budgeting phase process produces the BES. This process is initiated upon receipt of the approved PDMs from OSD CAPE at the end of the Programming Phase. Initial inputs also include the POM and J-Book EAS/IDECS Data.</p>
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<p><b>3.01 Determine Threshold</b></p>	<p><i>Entry from Program Defense 2.24, Step 2.24.26.</i></p> <p><b>Activity Performer:</b> AF/A8P</p> <p><b>Description:</b> AF/A8P determines threshold level based on analysis with SME support from SAF/FMBP.</p> <p><b>Business Rule(s):</b> Thresholds must be established per POM cycle.</p> <p><b>Input(s):</b> PDM: Signed, <i>Receive Notification: Inform Team Leads of PDM</i></p> <p><b>Output(s):</b> Threshold Level</p> <p><i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> AF/A8P</p> <p><b>Accountable:</b> N/A</p> <p><b>Supportive:</b> N/A</p> <p><b>Consulted:</b> SAF/FMBP</p> <p><b>Informed:</b> N/A</p>
<p><b>3.02 Check if Reprice Factors Changed</b></p>	<p><i>Entry from Program Defense 2.24, Step 2.24.26.</i></p> <p><b>Activity Performer:</b> SAF/FMB</p> <p><b>Description:</b> SAF/FMB conducts assessment to determine if the Reprice Factors have changed.</p> <p><b>Business Rule(s):</b> If OSD rates are not available, then Budgeting key stakeholders continue until rates are received and codified as work is required.</p> <p><b>Input(s):</b> PDM: Signed, <i>Receive Notification: Inform Team Leads of PDM</i>, Threshold Level, OSD Rates, Inflation/Escalation Factors</p> <p><b>Output(s):</b> Reprice Factors: Checked</p> <p><i>Exclusive Gateway: If 'Factor Changed,' proceed to Step 3.03. If 'Factor Not Changed,' proceed to Step 3.05.</i></p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> SAF/FMB</p> <p><b>Accountable:</b> N/A</p> <p><b>Supportive:</b> N/A</p> <p><b>Consulted:</b> N/A</p> <p><b>Informed:</b> AF/A8P, SAF/FMBP</p>

<p><b>3.03</b>  <b>Update AFCAIG Rates (SAF/FMC)</b></p>	<p><b>Activity Performer:</b> SAF/FMC  <b>Description:</b> SAF/FMC key stakeholders update the inflation/escalation factors for submission to the AF Cost Analysis Improvement Group (AFCAIG) and these rates (e.g., flying fuel rates) feed into the BES.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Reprice Factors: Checked  <b>Output(s):</b> AFCAIG Rates</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMC  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P, SAF/FMBP, SAF/FMB</p>
<p><b>3.04</b>  <b>Reprice BES with Latest Rates</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers update the BES with the latest rates. The re-price applies to Military Personnel (MILPERS), Civilian Pay (CIVPAY), and flying hours.  <b>Business Rule(s):</b> Reprice must be IAW OSD published Inflation/Escalation Factors.</p> <p><b>Input(s):</b> AFCAIG Rates, POM: Approved, Reprice Factors: Checked  <b>Output(s):</b> BES: Repriced</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>

<p><b>3.05</b>  <b>Incorporate Fact-of-Life Changes and Execution Data</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers incorporates Fact-of-Life Changes and Execution data into the BES. SAF/AQ provides execution data and Fact-of-Life Changes on acquisition programs and activities overseen by Program Executive Offices (PEO).  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Repriced, Execution Data, Fact-of-Life Changes  <b>Output(s):</b> BES: Adjusted</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> SAF/AQ, SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>
<p><b>3.06</b>  <b>Balance BES to TOA and Check Threshold</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB determines whether the BES balances with the TOA from OSD Fiscal Guidance.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Adjusted, Threshold Level, TOA  <b>Output(s):</b> BES: Delta Initial, BES: Adjusted  <i>Exclusive Gateway: If 'Not Balanced to TOA and is Over Threshold,' proceed to Step 3.08. If 'BES Does Not Balance to TOA and is Under Threshold,' proceed to Step 3.07. If 'Balanced to TOA,' proceed to Step 3.11.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.07</b>  <b>Develop New/Adjust Offsets (Sub-process)</b></p>	<p><b>Description:</b> SAF/FMB develops new/adjusted offsets to address small imbalances. Exercise Options are developed in balance a BES position.  <b>Business Rule(s):</b> An offset may come from any appropriation.</p>

<p><b>3.07.01</b>  <b>Allocate Deltas to Appropriation Managers</b></p>	<p><i>Entry from Balancing BES 3.0, Steps 3.06 and 3.10.</i></p> <p><b>Activity Performer:</b> SAF/FMB</p> <p><b>Description:</b> SAF/FMB takes the BES Delta and assigns a portion or share of that amount to the relevant teams for resolution. This guidance may direct them to develop a range of options which hit targets above or below a certain threshold such that different options can be mixed or matched when applying them.</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Delta Initial, BES: Adjusted  <b>Output(s):</b> BES Delta: Allocated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.07.02</b>  <b>Find Previously Developed Options</b></p>	<p><b>Activity Performer:</b> Appropriation Managers</p> <p><b>Description:</b> The Appropriation Manager searches for previously developed Programming or Planning Exercise Options proposed this cycle but not selected. A primary source is the previously developed 1-N Exercise Lists, which prioritizes Exercise Options. Based on the guidance which they received. They may search using specific criteria, in particular, specific values for data elements so that they can focus their search on options which affect certain portions of the budget (e.g., specific appropriation or a specific program).</p> <p><b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES Delta: Allocated, 1-N Offset List: Approval Decision (SecAF and CSAF)  <b>Output(s):</b> Exercise Option: Prior Work</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Manager  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.07.03</b>  <b>Create Exercise Options to Resolve Delta</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> The Appropriation Manager reuses, modifies, or creates new Exercise Options.  <b>Business Rule(s):</b> If manpower changes are being created, those Programming and Execution details must be coordinated with AF/A1 to ensure that all agree on manpower levels and have sufficient detail to support manpower processes.</p> <p><b>Input(s):</b> Exercise Option: Prior Work, BES Delta: Allocated, Exercise Option: Delta Resolution  <b>Output(s):</b> Exercise Option: Allocated Delta</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Manager  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> Other Budget Documentation Stakeholders, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.07.04</b>  <b>Balance Offsets Against Deltas</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers balance exercise options to the allocated BES delta.  <b>Business Rule(s):</b> SAF/FMB cannot change programmatic intent when creating Exercise Options.</p> <p><b>Input(s):</b> Exercise Option: Allocated Delta, BES Delta: Allocated, Manpower Impact Options to Cover Delta  <b>Output(s):</b> Exercise Option: Delta Resolved, <i>Send Notification: Evaluate 1-N Exercise List</i>  <b>Exclusive Gateway:</b> <i>If 'Option Deltas are Not Resolved,' proceed to Step 3.07.03. If 'Option Deltas are Resolved,' proceed to Step 3.09.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Manager  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.08</b>  <b>Select and Inform AF Board of Additional Offsets</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P informs the AF Board and AF Council of any new and/or adjusted offsets with SME support from SAF/FMB and SAF/FMBP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Approval Decision (SecAF and CSAF)  <b>Output(s):</b> AF Board and AF Council New Adjusted Offsets: Informed (Decision Tracker)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB, SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.09</b>  <b>Apply Offsets</b></p>	<p><i>Entry from Develop New/Adjust Offsets 3.07 Sub-process, Step 3.07.04.</i>  <b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers from various AF organizations select and apply Offsets from the approved SecAF and CSAF decision on the 1-N Offsets tracker to adjust the BES.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> AF Board and AF Council New Adjusted Offsets: Informed (Decision Tracker), Exercise Option: Delta Resolved, <i>Receive Notification: AF/AIM Electronic Transfer to ABIDES</i>  <b>Output(s):</b> BES: Re-Balanced</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.10</b> <b>Balance BES to TOA</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers determine whether the BES is balanced at a macro-level to TOA and makes a determination to apply offsets or discrete adjustments.  <b>Business Rule(s):</b> BES must balance to TOA.</p> <p><b>Input(s):</b> BES: Re-Balanced  <b>Output(s):</b> BES: Balance Adjusted to TOA  <b>Exclusive Gateway:</b> <i>If 'BES Does Not Balance to TOA,' proceed to Sub-process 3.07, Step 3.07.01. If 'BES Balances to TOA,' proceed to Step 3.11.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A8P, SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.11</b> <b>Make Discrete Final Adjustments</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> If the BES is balanced at the macro-level, SAF/FMB makes final, discrete adjustments to rebalance and address small deviations resulting from previous offsets.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Balance Adjusted to TOA, Structure Deviation Account: Adjusted  <b>Output(s):</b> BES: Discrete Adjustments, <i>Send Notification: Change End Strength to Different Total</i>  <b>Parallel Gateway:</b> <i>Proceed to Step 3.12 and Step 3.13 concurrently.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A8P, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>



<p><b>3.12</b>  <b>Finalize Budget Level Detail (Other Stakeholders)</b></p>	<p><b>Activity Performer:</b> Other Budget Documentation Stakeholders  <b>Description:</b> Other budget documentation key stakeholders finalize the appropriation detail below the budget line that is required to submit the BES.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Discrete Adjustments, BES: Quality Checked, MILCON Project Detail  <b>Output(s):</b> BES: Finalized Detail</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Other Budget Documentation Stakeholders  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.13</b>  <b>Finalize Budget Level Detail</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers finalize appropriation detail below the budget line that is required to submit the BES. This activity includes the upload of MILCON Project Detail data.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Discrete Adjustments, BES: Quality Checked  <b>Output(s):</b> BES: Finalized Detail, <i>Send Notification: Upload Manpower Changes</i>  <b>Parallel Gateway:</b> <i>Proceed to Step 3.14 and Step 3.15 concurrently.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A1M, SAF/FMBP  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.14</b>  <b>Perform Quality Check BES, per Appropriation</b></p>	<p><b>Activity Performer:</b> AF/A8P  <b>Description:</b> AF/A8P performs a quality check on the final detail of the BES by appropriation.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Finalized Detail  <b>Output(s):</b> BES: Quality Checked  <i>Exclusive Gateway: If 'BES Not Ready,' proceed to Step 3.12 and Step 3.13 concurrently. If 'BES Ready,' proceed to Step 3.16.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> AF/A8P  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.15</b>  <b>Perform Quality Check BES, per Appropriation</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB performs a quality check of the BES with SME support from AF/A8P and other budget documentation key stakeholders as required.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Finalized Detail  <b>Output(s):</b> BES: Quality Checked  <i>Exclusive Gateway: If 'BES Not Ready,' proceed to Step 3.12 and Step 3.13. If 'BES Ready,' proceed to Step 3.16.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A8P, Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.16</b>  <b>Lock BES, per Appropriation</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> When the BES is uploaded and balanced, SAF/FMB locks ABIDES to prevent any additional adjustments. Appropriation Managers and AF Panels are notified ABIDES is locked.  <b>Business Rule(s):</b> The BES must be balanced before it is locked.</p> <p><b>Input(s):</b> BES: Quality Checked  <b>Output(s):</b> BES: Final Position, <i>Send Notification: MPES Locked, Send Notification: Publish Final AF Position</i>  <b>Parallel Gateway:</b> <i>Proceed to Step 3.17 and Step 3.18 concurrently.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMBP, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/AQXE</p>
<p><b>3.17</b>  <b>Enter Balance BES (PRCP, CIS, and SDCS) into J-Book</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB uploads the balanced BES into PRCP, Comptroller Information System (CIS), and SDCS.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> BES: Final Position, CIS: Disconnects  <b>Output(s):</b> J-Book Data</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/AQ  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.18</b>  <b>Develop BES J-Book</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers and SAF/AQX develop J-Book Data with support from other key stakeholders. SAF/FMC collaborates with Appropriation Managers and SAF/FMB to update programmatic costing records, as required, for the next SPPBE cycle.  <b>Business Rule(s):</b> For the investment funds, SAF/FMBI has delegated management responsibility of the BES J-Book to SAF/AQXE.</p> <p><b>Input(s):</b> BES: Final Position, AF/A1M MPES: J-Book: CIV3400, MILPERS3500, Guard Reserve, PB 23  <b>Output(s):</b> J-Book: EAS Data, J-Book: IDECS Data, OSD SNaP Report, <i>Send Notification: Manpower J-Book Entries, Send Notification: Inform OSD Comptroller of BES J-Book</i>  <b>Proceed to Review and Defend the BES and Deliver the PB 3.19 Sub-process, Step 3.19.01.</b></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> SAF/FMBP, Other Budget Documentation Stakeholders, AF/A1M, SAF/AQXE  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A1M, SAF/FMC</p>
<p><b>3.19</b>  <b>Review and Defend the BES and Deliver the PB</b>  <i>(Sub-process)</i></p>	<p><b>Description:</b> SAF/FMBP receives the Budget Issue Paper or Draft PBD from the OSD Comptroller. The AF prepares responses to the Budget issues and reviews the draft PBD for impacts to the AF. The AF also prepares responses to the Budget Inquiry with accompanying justification or mitigation to defend the AF Position.  <b>Business Rule(s):</b> N/A</p>

<p><b>3.19.01</b>  <b>Perform Budget Issue Paper Assessment</b></p>	<p><i>Entry from received notification by OSD Comptroller of Published Budget Issue Paper or Draft PBD.</i>  <b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP assesses the Budget Issue Paper in order to determine the draft of the Total Bill, as well as the draft of the Issue Tracker.  <b>Business Rule(s):</b> This sub-process is triggered when OSD Comptroller publishes the Budget Issue Paper or Draft PBD and is received from the OSD Budget Review Process.</p> <p><b>Input(s):</b> Enter Balance BES (PRCP, CIS, and SDCS), J-Book, <i>Receive Notification: Publish Budget Issue Paper or Draft PBD from the OSD Comptroller Budget Review</i>  <b>Output(s):</b> Total Bill: Draft, Issue Tracker: Draft, <i>Send Notification: Notify SAF/FMB of Budget Issue Paper</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>
<p><b>3.19.02</b>  <b>Assign Budget Team Lead</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP is responsible for determining the most qualified candidate(s) based on the draft Total Bill and draft Issue Tracker as the Budget Team Lead.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft  <b>Output(s):</b> Budget Team Lead: Assigned</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB, Other Budget Documentation Stakeholders  <b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>

<p><b>3.19.03</b>  <b>Perform Issue Paper Assessment</b></p>	<p><b>Activity Performer:</b> Budget Analysts for Active, Guard, and Reserve  <b>Description:</b> Budget Analysts conduct analysis of the final Issue Paper to determine prioritization of requirements to meet the AF Position.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft, Budget Team Lead: Assigned, Budget AF Position  <b>Output(s):</b> Issue Paper: Recommendation on AF Position</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Budget Analysts for Active, Guard, and Reserve  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> Other Budget Documentation Stakeholders, SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.04</b>  <b>Update Issue Tracker</b></p>	<p><b>Activity Performer:</b> Budget Analyst for Active, Guard, and Reserve  <b>Description:</b> Budget Analysts update the Issue Tracker based on prioritized findings in the Budgeting analysis.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, Issue Tracker: Draft, Issue Paper: Recommendation on AF Position, Budget Issue Paper Tracker: Updated  <b>Output(s):</b> Budget Issue Paper Tracker: Updated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Budget Analyst for Active, Guard, and Reserve  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.05</b>  <b>Update Total Bill</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP provides an updated Total Bill upon assessing the updated Budget Issue Tracker with SME support from SAF/FMB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Budget Issue Paper Tracker: Updated  <b>Output(s):</b> Total Bill: Updated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, Other Budget Documentation Stakeholders</p>

<p><b>3.19.06</b> <b>Prepare Total Bill Briefing</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP prepares the Total Bill Briefing with SME support from AF/A8P.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Updated, Manpower Rationale: Updated  <b>Output(s):</b> Total Bill: Briefing, <i>Send Notification: Review Manpower Rationale for Accuracy</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> AF/A8P, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, Other Budget Documentation Stakeholders</p>
<p><b>3.19.07</b> <b>Prepare AF Position Decision Brief for SAF/FMB</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP is responsible for preparing the AF decision brief and producing the Budget Issue Paper draft outlining the AF Position.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Briefing  <b>Output(s):</b> Budget Issue Paper: AF Position (Draft)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P</p>
<p><b>3.19.08</b> <b>Defend AF Position</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB finalizes the AF Position in preparation for defending the position for approval.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Budget Issue Paper: AF Position (Draft)  <b>Output(s):</b> Budget AF Position  <i>Exclusive Gateway: If 'Unresolved Issues,' proceed to Step 3.19.03. If 'Approved AF Position,' proceed to Step 3.19.09.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> AF/A8P, SAF/FMBP, Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.19.09</b> <b>Update Budget Issue Tracker</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP updates the Budget Issue Tracker and notifies VCSAF, CSAF, USecAF, and SecAF and sends the Budget Issue AF Response to OSD.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Budget AF Position  <b>Output(s):</b> Update Budget Issue Tracker, Send Notification: Notify Top 4 (VCSAF, CSAF, USecAF, SecAF)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, Other Budget Documentation Stakeholders</p>
<p><b>3.19.10</b> <b>Adjudicate Budget Issue Response</b></p>	<p><b>Activity Performer:</b> OSD Comptroller  <b>Description:</b> OSD Comptroller adjudicates the Budget Issue Response with support from SAF/FMB. Depending on the agreement, a Draft PBD will be created.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Update Budget Issue Tracker  <b>Output(s):</b> Budget Issue Response: Adjudicated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD Comptroller  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, SAF/FMBP, Other Budget Documentation Stakeholders</p>
<p><b>3.19.11</b> <b>Issue Draft PBD</b></p>	<p><b>Activity Performer:</b> OSD Comptroller  <b>Description:</b> OSD will create a Draft PBD with recommendation from OSD, which gets issued to SAF/FMBP.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Budget Issue Response: Adjudicated  <b>Output(s):</b> Draft PBD: OSD Recommendation</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD Comptroller  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/FMB, SAF/FMBP, Other Budget Documentation Stakeholders</p>



<p><b>3.19.12</b>  <b>Perform Draft PBD Assessment</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP performs the draft PBD Assessment and creates the draft of the Total Bill as well as the draft of the PBD Tracker.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Draft PBD: OSD Recommendation  <b>Output(s):</b> Total Bill: Draft, PBD Tracker: Draft, Send Notification: Inform SAF/FMB of PBD</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> SAF/FMB, Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P, SAF/FMB</p>
<p><b>3.19.13</b>  <b>Assign/Reassign Budget Team Lead</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP assigns and/or reassigns the Budget Team Lead. In addition, this is where the Issue Tracker becomes the PBD Tracker.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Total Bill: Draft, PBD Tracker: Draft  <b>Output(s):</b> Budget Team Lead: Assigned/Reassigned</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> SAF/FMB, Other Budget Documentation Stakeholders  <b>Consulted:</b> AF/A1M  <b>Informed:</b> N/A</p>

<p><b>3.19.14</b>  <b>Perform Draft PBD Assessment</b></p>	<p><b>Activity Performer:</b> Budget Analysts for Active, Guard, and Reserve  <b>Description:</b> Budget Analysts perform a draft PBD assessment accordingly. The PBD: recommendation on the AF position will be created. Depending on the input from the Budget Analysts, SAF/FMB determines if there is a Major Budget Issue (MBI) and makes a recommendation of the AF position accordingly.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> Budget Team Lead: Assigned/Reassigned, Manpower Changes: PBD Tracker  <b>Output(s):</b> PBD: Recommendation of AF Position</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Budget Analysts for Active, Guard, and Reserve  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> Other Budget Documentation Stakeholders, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.15</b>  <b>Update PBD Tracker</b></p>	<p><b>Activity Performer:</b> Budget Analysts for Active, Guard, and Reserve  <b>Description:</b> Budget Analysts update the PBD Tracker based on MBI recommendations in the Budgeting analysis.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PBD: Recommendation of AF Position  <b>Output(s):</b> PBD Tracker: Updated, PBD: Recommendation of AF Position  <b>Exclusive Gateway:</b> <i>If it is a 'MBI,' proceed to Step 3.19.16. If it is a 'Non-MBI,' proceed to 'Send Notification: Notify OSD and SAF/FMBP of PBD Assessment' and then proceed to Step 3.19.17.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Budget Analysts for Active, Guard, and Reserve  <b>Accountable:</b> SAF/FMBP  <b>Supportive:</b> Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.19.16</b> <b>Address MBIs</b></p>	<p><b>Activity Performer:</b> SecAF and CSAF  <b>Description:</b> SecAF and CSAF address any MBIs and coordinate a PBD: AF Response with SME support from SAF/FMB and responsible key stakeholders.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PBD: Recommendation of AF Position, PBD: Tracker Updated  <b>Output(s):</b> PBD: AF Response (SecAF and CSAF)</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SecAF and CSAF  <b>Accountable:</b> SecAF and CSAF  <b>Supportive:</b> SAF/FMB, Other Budget Documentation Stakeholders  <b>Consulted:</b> AF/A8P  <b>Informed:</b> N/A</p>
<p><b>3.19.17</b> <b>Issue Final PBD</b></p>	<p><b>Activity Performer:</b> OSD Comptroller  <b>Description:</b> OSD Comptroller issues the Final Program Budget Decision.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PBD: Recommendation of AF Position  <b>Output(s):</b> PBD: Signed</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> OSD Comptroller  <b>Accountable:</b> N/A  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P, SAF/FMB, SecAF and CSAF, SAF/FMBP, Other Budget Documentation Stakeholders</p>
<p><b>3.19.18</b> <b>Review PBD and Identify Offsets</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB determines whether the AF recommended PBD balances with the OSD signed PBD.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PBD: Signed, PBD: Recommendation on AF Position, Manpower Changes to PBD Tracker  <b>Output(s):</b> PBD: Reviewed  <b>Inclusive Gateway:</b> <i>If there are ‘No Offsets,’ proceed to Step 3.19.21. If there are ‘Offsets and Over Threshold,’ proceed to Step 3.19.19. If there are ‘Offsets and Under Threshold,’ proceed to Step 3.19.20.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> Appropriation Managers, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.19.19</b>  <b>Select Additional Offsets for PB</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> In coordination with AF/A8P and SAF/FMB selects any new and/or adjusted offsets with SME support from Appropriation Managers to resolve PB Delta.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Approval Decision (SecAF and CSAF), PBD: Reviewed, Manpower Budget Exhibits: Updated  <b>Output(s):</b> PB Exercise Option: Delta Resolved</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> N/A  <b>Supportive:</b> Appropriation Managers, AF/A8P  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.20</b>  <b>Select Additional Offsets for PB</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> In coordination with AF/A8P and SAF/FMB, Appropriation Managers selects any new and/or adjusted offsets to resolve PB Delta.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N Offset List: Approval Decision (SecAF and CSAF), PBD: Reviewed, Manpower Congressional Support Answers  <b>Output(s):</b> PBD: Additional</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB, AF/A8P  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.19.21</b> <b>Incorporate PBD and Options into PB</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers with support from SAF/FMB incorporate options and decisions from the PBD into the PB in preparation for balancing.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PBD: Reviewed, PBD: Additional, PB Exercise Option: Delta Resolved  <b>Output(s):</b> PB: PBD Incorporated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB, AF/A1M, AFCS, AF/A8P  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.22</b> <b>Balance PB</b></p>	<p><b>Activity Performer:</b> Appropriation Managers  <b>Description:</b> Appropriation Managers determine whether the PB is balanced at a macro-level to apply offsets or discrete adjustments to develop the final PB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: PBD Incorporated  <b>Output(s):</b> PB: Final  <i>Exclusive Gateway: If 'PB Does Not Balance,' proceed to Step 3.19.20. If 'PB Balances,' proceed to Step 3.19.23.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> Appropriation Managers  <b>Accountable:</b> N/A  <b>Supportive:</b> SAF/FMB  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.23</b> <b>Make PB Final Adjustment</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> If the PB is balanced at the macro-level, SAF/FMBP makes final, discrete adjustments to rebalance and address small deviations in the PB.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: Final  <b>Output(s):</b> PB: Adjusted Final</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>3.19.24</b>  <b>Perform Quality Check PB</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP performs a quality check of the PB as required.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: Adjusted Final  <b>Output(s):</b> PB: Quality Checked  <i>Exclusive Gateway: If 'PB Not Ready,' proceed to Step 3.19.23. If 'PB Ready,' proceed to Step 3.19.25.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.25</b>  <b>Lock PB</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> When the PB is uploaded and balanced, SAF/FMB locks ABIDES to prevent any additional adjustments. Appropriation Managers and AF Panels are notified ABIDES is locked.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: Quality Checked  <b>Output(s):</b> PB: Locked</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> Appropriation Managers, AFCS (Panels)</p>

<p><b>3.19.26</b>  <b>Upload Final Balanced Budget Submission into PRCP/SDCS/CIS</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP uploads the final balanced Budget Submission into PRCP/SDCS/CIS. SAF/FMC collaborates with SAF/FMBP to update programmatic costing records for the next SPPBE cycle.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB: Locked  <b>Output(s):</b> J-Book Data, Send Notification: Notify AFCS and SAF/FMC on Final PB  <i>Parallel Gateway: Proceed to Steps 3.19.27 and 3.19.28.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> OSD Comptroller  <b>Supportive:</b> SAF/FMB, Other Budget Documentation Stakeholders  <b>Consulted:</b> N/A  <b>Informed:</b> SAF/AQXE,SAF/FMC</p>
<p><b>3.19.27</b>  <b>Develop PB J-Book Data</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB develops, consolidates, and incorporates data into the PB J-Book in preparation for final submission. Updates are applied to the PB J-Book with the PB final position. SAF/FMB is responsible for generating the Manpower Impacts and J-Book data. SAF/AQXE manages the IDECS database and is the principal representative to publish guidance and training materials, as well as, approve and publish draft exhibits.  <b>Business Rule(s):</b> For the investment funds SAF/FMBI has delegated management responsibility of the PB J-Book to SAF/AQXE.</p> <p><b>Input(s):</b> J-Book Data  <b>Output(s):</b> J-Book: EAS Data, J-Book: IDECS Data</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> Other Budget Documentation Stakeholders, AF/A1M, SAF/AQXE  <b>Consulted:</b> OSD Comptroller  <b>Informed:</b> SAF/FMBP</p>

<p><b>3.19.28</b>  <b>Develop PB</b>  <b>Rollout Products</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> SAF/FMBP develops PB Rollout Products. This can consist of various products, such as books, trifold, and briefings, both tangible and non-tangible related products to the AF Book.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> J-Book: EAS Data, J-Book: IDECS, J-Book Data  <b>Output(s):</b> PB Rollout Products: Developed</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> Other Budget Documentation Stakeholders, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>
<p><b>3.19.29</b>  <b>Rollout PB</b>  <b>Request</b></p>	<p><b>Activity Performer:</b> SAF/FMB  <b>Description:</b> SAF/FMB conducts the rollout of the PB Request and the J-Book is submitted to OSD Comptroller, Congress, and the public.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB Rollout Products: Developed  <b>Output(s):</b> PB Rollout Products: Developed, Send Notification: Submit J-Book to OSD Comptroller, Congress, and public</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMB  <b>Accountable:</b> SecAF and CSAF  <b>Supportive:</b> SAF/FMBP, AF/A1M  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A8P, OSD Comptroller, AFCS, Other Budget Documentation Stakeholders</p>



<p><b>3.19.30</b> <b>Defend Budget</b></p>	<p><b>Activity Performer:</b> SAF/FMBP  <b>Description:</b> The AF defends the budget while receiving J-Book and PB Inquiries. The AF response to committee or Congressional member to request for testimony or inquiry in the form of an email, formal letter, briefings, or another form of transcript depending on who submits the inquiry. Staffer Day review is performed during defending the budget. Throughout Staffer Day review, the upcoming Execution Plan brief is evaluated, monthly activity reports (MAR) are assessed, and next year's Budget is compiled.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> PB Rollout Products: Developed, PB Inquiries  <b>Output(s):</b> AF Response to Budget Inquiry, Staffer Day Review  <i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBP  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> Other Budget Documentation Stakeholders, AF/A1M, SAF/AQ  <b>Consulted:</b> OSD Comptroller  <b>Informed:</b> AF/A8P, SecAF and CSAF, AFCS</p>
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## 8.0 – SPPBE Phase IV – Execution

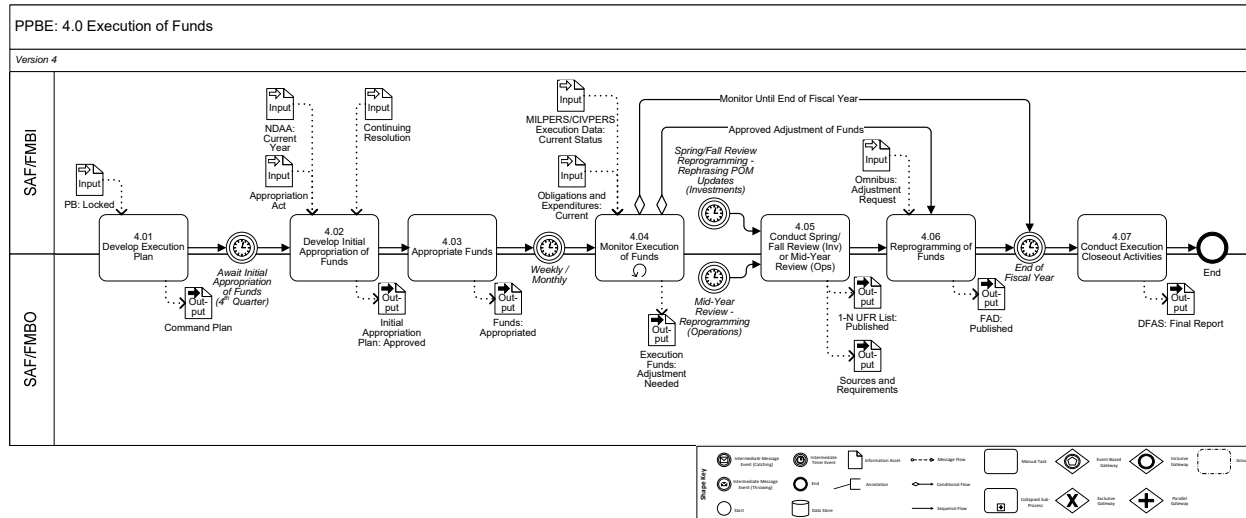
### 8.1 – Execution Process Summary

The Execution phase of the AF SPPBE process is where the real world application of the SPPBE process occurs. Congress appropriates the budget and decides on which programs and activities to fund, at what levels, and when. The Execution review also captures feedback for Leadership concerning the effectiveness of current and prior resource allocations to leverage for the future way ahead. Execution follows Air Force Instruction (AFI) 65-601 and expends the resources provided by Congress to achieve the AF Strategy.

### 8.2 – Execution Process Map Summary

The Execution phase process is outlined in *Figure 10* and provides a summary of the process in the following section. For this phase, Execution was only documented at a high-level with SME discussion and input.

**Figure 10 – Execution Process Summary Map:**



### 8.3 – Description of Process Steps: Execution Phase

<p><b>4.0 Execution Phase Process</b></p>	<p><b>Description:</b> In the Execution phase process, SAF/FMBO and SAF/FMBI develops an Execution Plan, initial distribution of funds, monitors execution of funds, and completes reprogramming of funds. In addition, SAF/FMBO conducts the mid-year review and SAF/FMBI conducts the Spring and Fall Review. Execution follows AFI 65-601 and expends the resources provided by Congress to achieve the AF Strategy.</p>
<p><b>4.01 Develop Execution Plan</b></p>	<p><b>Entry from Budgeting 3.0.</b>  <b>Activity Performer:</b> SAF/FMBO, SAF/FMBI  <b>Description:</b> SAF/FMBO and SAF/FMBI leverages the published PB that was rolled out from the Budgeting phase to initiate the development of the Execution Plan for Operations. SAF/FMB distributes annual instructions for preparing and submitting the Execution Plan through a budget call. The budget call identifies funding levels by program element, element of expense codes, and emergency and special program code, if applicable. In addition, SAF/FMB provides special guidance and instructions throughout the duration of the budget call. During this process, the Execution Review Account (ERA) Tax and Bogeys are calculated and presented to the AFCS for approval. Once SAF/FMBO receives appropriations, the Command Plan is generated.  <b>Business Rule(s):</b> N/A   <b>Input(s):</b> PB: Locked  <b>Output(s):</b> Command Plan  <i>Proceed to Timer Event: Await Initial Appropriation of Funds (4<sup>th</sup> Quarter)</i>   <u><b>Roles and Responsibilities</b></u>  <b>Responsible:</b> SAF/FMBO, SAF/FMBI  <b>Accountable:</b> SAF/FMBO, SAF/FMBI  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> N/A</p>

<p><b>4.02</b> <b>Develop Initial Appropriation of Funds</b></p>	<p><b>Activity Performer:</b> SAF/FMBO, SAF/FMBI  <b>Description:</b> SAF/FMBO and SAF/FMBI leverages the Command Plan to begin the Initial Appropriation Plan process. During this process, the Command Plan is adjusted to include functional transfers and Air Staff adjustments resulting in an Initial Appropriation Plan, which is presented to the AFCS for approval.  <b>Business Rule(s):</b> Follow AFI 65-601 (Budget Guidance and Procedures, Vol 1-3) that is laid out in a Corporate Structure review and approval process. National Defense Authorization Act (NDAA) informs SAF/FMBO of unappropriated funds. SAF/FMC must review the NDAA and Appropriations Act for potential updates to the programmatic costing records for the next SPPBE cycle.</p> <p><b>Input(s):</b> Command Plan, NDAA: Current Year, Appropriation Act  <b>Output(s):</b> Initial Appropriation Plan: Approved</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBO, SAF/FMBI  <b>Accountable:</b> SAF/FMBO, SAF/FMBI  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A1M</p>
<p><b>4.03</b> <b>Appropriate Funds</b></p>	<p><b>Activity Performer:</b> SAF/FMBO, SAF/FMBI  <b>Description:</b> SAF/FMBO and SAF/FMBI are the delegated authority for investment budget-related lines to SAF/AQXE to leverage the Command Plan that triggers the initial appropriation of funds for Investments. SAF/AQXE is responsible for all acquisition-related line items tasked in AFM software via program authority.  <b>Business Rule(s):</b> Follow AFI 65-601 (Budget Guidance and Procedures, Vol 1-3) that is laid out in a Corporate Structure review and approval process. NDAA informs SAF/FMBI of unappropriated funds.</p> <p><b>Input(s):</b> Initial Appropriation Plan: Approved  <b>Output(s):</b> Funds: Appropriated</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBI  <b>Accountable:</b> SAF/FMBI  <b>Supportive:</b> SAF/AQXE  <b>Consulted:</b> Capabilities Directorates, PEO  <b>Informed:</b> N/A</p>

<p><b>4.04 Monitor Execution of Funds</b></p>	<p><b>Entry from Timer Event:</b> <i>Weekly/Monthly</i></p> <p><b>Activity Performer:</b> SAF/FMBO, SAF/FMBI</p> <p><b>Description:</b> The Monitoring Execution of Funds is continuously conducted by both Operations and Investments once the funds are distributed. SAF/FMBO and SAF/FMBI monitor throughout the fiscal year to ensure if any adjustments are required and monitor for maintenance purposes.</p> <p><b>Business Rule(s):</b></p> <p><b>Input(s):</b> Funds: Appropriated, Obligation and Expenditures: Current</p> <p><b>Output(s):</b> Execution Funds: Adjustment Needed</p> <p><b>Exclusive Gateway:</b> <i>If 'Approved Adjustment of Funds,' proceed to Step 4.06, else Process Ends. If 'Monitor Until End of Fiscal Year,' proceed to Timer Event: End of Fiscal Year, else Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b></p> <p><b>Responsible:</b> SAF/FMBO</p> <p><b>Accountable:</b> SAF/FMBO</p> <p><b>Supportive:</b> SAF/AQXE, AF/A1M</p> <p><b>Consulted:</b> Capabilities Directorates, PEO</p> <p><b>Informed:</b> N/A</p>
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<p><b>4.05</b>  <b>Conduct</b>  <b>Spring/Fall</b>  <b>Review</b>  <b>(Investments) or</b>  <b>Mid-Year Review</b>  <b>(Operations)</b></p>	<p><i>Entry from Timer Event: Spring/Fall Review Reprogramming – Rephrasing POM Updates (Investments)</i>  <i>Entry from Timer Event: Mid-Year Review Reprogramming (Operations and Maintenance)</i>  <b>Activity Performer:</b> SAF/FMBO and SAF/FMBI  <b>Description:</b> SAF/FMBI conducts annual Spring/Fall Reviews for investments; while SAF/FMBO conducts an annual operations and maintenance (O&amp;M) mid-year review. Reviewing programs proactively aligns programs based on fact-of-life changes. SAF/FMC collaborates with SAF/FMBI to provide programmatic costing data for the bi-annual review.  <b>Business Rule(s):</b> SAF/AQX, AF/A8P, and SAF/FMB tri-chair the Spring, Fall, and Mid-Year Reviews for investments and O&amp;M.</p> <p><b>Input(s):</b> Funds: Appropriated, Funds: Appropriated, Obligation and Expenditures: Current  <b>Output(s):</b> Sources and Requirements, 1-N Unfunded Request (UFR) List: Published</p> <p><b><u>Investments: Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBI, SAF/FMBO  <b>Accountable:</b> SAF/AQX, AF/A8PE  <b>Supportive:</b> SAF/FMB, AF/A8P  <b>Consulted:</b> SAF/FMC, AF Functionals  <b>Informed:</b> N/A</p> <p><b><u>O&amp;M: Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBO  <b>Accountable:</b> SAF/FMBO  <b>Supportive:</b> N/A  <b>Consulted:</b> AF Functionals  <b>Informed:</b> N/A</p>
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<p><b>4.06 Reprogramming of Funds</b></p>	<p><b>Activity Performer:</b> SAF/FMBO, SAF/FMBI  <b>Description:</b> During this process, the reprogramming workbook is developed and submitted to SAF Program and Financial Control (P&amp;FC) to complete the 1415 request. For the Omnibus reprogramming, SAF/FMBP will prepare the decision brief. If approved, a Funding Authorization Document (FAD) is published.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> 1-N UFR List: Published, Sources and Requirements, Omnibus: Adjustment Request  <b>Output(s):</b> FAD: Published</p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBO, SAF/FMBI  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> SAF/AQ  <b>Consulted:</b> SAF/FMBP  <b>Informed:</b> SAF/P&amp;FC, AF/A1M</p>
<p><b>4.07 Conduct Execution Closeout Activities</b></p>	<p><b>Activity Performer:</b> SAF/FMBO, SAF/FMBI  <b>Description:</b> SAF/FMBO and SAF/FMBI utilize FADs and status of funds monitoring to conduct execution closeout activities at the end of the fiscal year.  <b>Business Rule(s):</b> N/A</p> <p><b>Input(s):</b> FAD: Published  <b>Output(s):</b> Defense Finance and Accounting Service (DFAS): Final Report  <i>Process Ends.</i></p> <p><b><u>Roles and Responsibilities</u></b>  <b>Responsible:</b> SAF/FMBO, SAF/FMBI  <b>Accountable:</b> SAF/FMB  <b>Supportive:</b> N/A  <b>Consulted:</b> N/A  <b>Informed:</b> AF/A1M</p>

## Appendix

### I. References and Supporting Information

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AFI 65-601, *The Air Force Budget Corporate Process, Volume 3*, 8 August 2011

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## II. Abbreviations and Acronyms

ABIDES—Automated Budget Interactive Data Environment System  
ACAT—Acquisition Category  
ADM—Acquisition Decision Memorandum  
AFCAIG—Air Force Cost Analysis Improvement Group  
AFCS—Air Force Corporate Structure  
AF FOC—Air Force Future Operating Concept  
AFI—Air Force Instruction  
AFPD—Air Force Policy Directive  
AFSEA—Air Force Strategic Environment Assessment  
ARC—Air Reserve Component  
BES—Budget Estimate Submission  
CAPE—Cost Assessment and Program Evaluation  
CD—Capability Development  
CCMD—Combatant Command  
CDC—Capability Development Council  
CFL—Core Function Lead  
CFSP—Core Function Support Plan  
CIO—Chief Information Officer  
CIS—Comptroller Information System  
CIVPAY—Civilian Pay  
CJCSI—Chairman of the Joint Chiefs of Staff Instruction  
COA—Course of Action  
CSAF—Chief of Staff  
CV—Vice Commander  
DCS—Deputy Chiefs of Staff  
DFAS—Defense Finance and Accounting Service  
D/I/Os—Disconnects, Initiatives, and Offsets  
DMAG—Deputy’s Management Action Group  
DoD—Department of Defense  
DoDD—Department of Defense Directive  
DPG—Defense Planning Guidance  
DepSecDef—Deputy Secretary of Defense  
dRAP—Draft RAP  
EAS—Exhibit Automation System  
ERA—Execution Review Account

FAD—Funding Authorization Documents  
FRAGO—Fragmentary Order  
FYDP—Future Year(s) Defense Program  
FY—Fiscal Year  
GIISR—Global Integrated Intelligence, Surveillance, Reconnaissance  
HAF—Headquarters Air Force  
HAFMD—Headquarters Air Force Mission Directive  
IAW—In Accordance With  
ICE—Independent Cost Estimate  
IDECS—Integrated Budget Documentation and Execution System  
IPL—Integrated Priority List  
IPR A—In-Progress Review, Analysis  
IPR C—In-Progress Review, COA  
IPR F—In-Progress Review, Final  
J-Book—Justification Book  
JCIDS—Joint Capabilities Integration and Development System  
JCS—Joint Chiefs of Staff  
JPG—Joint Planning Guidance  
MAR—Monthly Activity Report  
MAJCOMs—Major Commands  
MBI—Major Budget Issue  
MILCON—Military Construction  
MILPERS—Military Personnel  
MPES—Manpower Programming and Execution System  
NACA—Non Advocate Cost Assessment  
NDAA—National Defense Authorization Act  
NDS—National Defense Strategy  
NMS—National Military Strategy  
NSS—National Security Strategy  
O&M—Operations and Maintenance  
OMB—Office of Management and Budget  
OPR—Office of Primary Responsibility  
OSD—Office of the Secretary of Defense  
P&FC—Program and Financial Control  
PB—President’s Budget  
PBD—Program Budget Decision

PBoard—Planning Board  
PCouncil—Planning Council  
PDM—Program Decision Memorandum  
PEO—Program Executive Office  
PFP—Planning Force Proposal  
PGM—Program Guidance Memorandum  
PGroup—Planning Group  
PMB—Potential Monetary Benefit  
PMC—Potential Monetary Cost  
POE—Program Office Estimate  
POM—Program Objective Memorandum  
PPG—Plan to Program Guidance  
PPI—POM Preparation Instruction  
PRCP—Program Resources Collection Process  
QDR—Quadrennial Defense Reviews  
RAP—Resource Allocation Plan  
RAPIDS—Resource Allocation Program Information Decision System  
RASCI—Responsible, Accountable, Supportive, Consulted, Informed  
RIE—Rapid Improvement Event  
RMD—Resource Management Decision  
S&T—Science and Technology  
SCP—Service Cost Position  
SDCS—Standard Data Collection System  
SecAF—Secretary of the Air Force  
SECDEF—Secretary of Defense  
SIPOC—Suppliers, Inputs, Processes, Outputs, Customers  
SME—Subject Matter Expert  
SMP—Strategic Master Plan  
SNaP—Select and Native Programming  
SPF—Strategic Prioritization Framework  
SPG—Strategic Planning Guidance  
SPPBE—Strategy, Planning, Programming, Budgeting, and Execution  
SPWG—Strategic Planning Working Group  
TOA—Total Obligation Authority  
Top 4—USecAF, SecAF, USecAF, CSAF, VCSAF  
UFR—Unfunded Request

USecAF—Under Secretary of the Air Force  
VCSAF—Vice Chief of Staff of the Air Force  
ZBR—Zero Balance Reprogramming  
ZBT—Zero Balance Transfer

### III. Terms of Reference

**Activity Step Performer:** Organization or individuals responsible for the successful completion of a process step.

**AFCS Board:** The Board provides flag-level (1-2 Star and civilian equivalent) review, evaluation, and recommendations in the same broad categories as the Council. Members are selected by their Council counterpart and are responsible for preparing their principal for Council meetings. Additional members of the Board are advisory and represent programs with AF TOA and a combination of unique functional expertise. Additionally, panel chairs and AF CONOPS Champions are present, each representing mission and functional areas of AF expertise. Additionally, the Board directs the focus of the Group in resolving issues, refines Group developed recommendations for submission to the Council, and expedites Directorate-level coordination on significant issues. The Board is chaired by Director of Programs, HQ USAF/A8P, with the Associate Director as his back up, and co-chaired by Deputy Assistant Secretary (Financial Management) (SAF/FMB), on non-budget issues. During budget formulation and execution, and during the Budget Review cycle, it is chaired by SAF/FMB.

**AFCS Board Key Stakeholders:**

- HQ USAF: A1, A2, A3/5, A4/7, A8, A9, HC, JA, RE, SG, TE
- SAF: AA, AG, AQ, FM, GC, IA, IE, IG, LL, PA, CIO A6, USA, ANG
- Advisory members include: AF/A1M, AF/A7C, AF/A8X

**AFCS Council:** The Council is the senior forum for cross-functional consideration of the most critical AF issues. The Council reviews and evaluates AF objectives, policies, plans, programs, budgets, and studies to make timely recommendations to the SECAF and CSAF. The Council also provides expeditious Deputy Chiefs of Staff (DCS)-level coordination on significant, urgent, and complex issues to ensure that AF plans, policies, and programs comply with Joint Chiefs of Staff (JCS), OSD, and national objectives. The Council returns issues to the AF Board for further study. The Council is chaired by the VCSAF, and membership consists of Air Staff and Secretariat Principals (3-Star and civilian equivalent with some selected 2-Star members).

**AFCS Council Key Stakeholders:**

- HQ USAF: CVA, A1, A2, A3/5, A4/7, A8, A9, HC, JA, RE, SE, SG, ST, TE
- SAF: AA, AQ, CM, FM, GC, IA, IE, IG, LL, MR, SB, CIO A6, US(D), NGB
- Advisory members include: AF/A8P, AF/CCC, AF/CVE, AF/CVAS, AF/CVAE, AF/CX, SAF/AG, SAF/FMB

**AFCS Group:** The Group provides the Board and senior-level leadership (O-6 and civilian equivalents) a forum for initial corporate review and evaluation on appropriate issues in the same broad categories as both the Board and Council. The Group is the first level of the AFCS that integrates the AF mission, mission support areas, and capabilities into a balanced AF program. Members are selected by their Board counterpart or 2-letter sponsors and are responsible for

preparing their principal for Board or Council meetings. Its ultimate strength lies in its broad representative span that allows thorough vetting of issues before being elevated to the Board or Council for review and deliberation. Like the Board and Council, the Group provides a forum for expeditious Division-level coordination on significant issues.

**AFCS Group Key Stakeholders:**

- HQ USAF: A1, A1M, A1S, A1X, A2, A3/5, A3O, A3S, A4P, A7C, A7S, A8F, A8P, A8X, A9R, HC, JA, RE, SG, TE
- SAF: AA, AG, AQ, FM, FMC, GC, IA, IE, IG, LL, PA, USA, ANG, CIO A6

**AF Strategic Environment Assessment (AFSEA):** As the foundation of Strategy, Planning, and Programming, the AFSEA informs all follow-on AF planning and programming. The AFSEA describes domestic and international trends in the future strategic environment, and the implications of those trends for air, space, and cyberspace operations over the next 20 years. The AFSEA presents an Airman’s perspective on future constraints, threats, and opportunities, and promotes consistency throughout the AF Strategic Planning System (AFSPS) and the broader planning activities across the AF. AFSEA development integrates multiple external and internal sources to ensure a comprehensive assessment. Sources include analyses and assessments from across DoD and other government agencies, think-tanks, academia, industry, allies, and mission partners.

**AF Strategy:** A capstone document that looks out 30 years and explains how the AF will organize, train and equip to provide Global Vigilance, Global Reach, and Global Power in the future security environment. The *Strategy* describes the guiding principles used to influence and inform decisions related to organizational structures, planning, programming, acquisition and requirements. AF senior leadership updates the AF strategy as desired, nominally on a 4-year cycle.

**AF Strategic Master Plan (SMP):** Translates the AF strategy into guidance, goals, and objectives in a 20-year timeframe. The SMP is the primary source document for the development and alignment of subordinate strategic planning across the entire AF. The alignment of AF priorities and goals to national guidance informs planning and actions at successively lower level of AF organizations and forms the basis for the development of future force options and performance management plans.

**Business Rule:** A business rule is a rule that must define or shall constrain some aspect of business and always resolves to either true or false. Business rules are intended to assert business structure or to control or influence the behavior of the business. Business rules describe the operations, definitions and constraints that apply to an organization.

**Capability:** The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways across the DOTMLPF-P to perform a set of tasks to execute a specified course of action (COA). Ref: AFI 10-601

**Capability Development (CD):** Includes all activities from opportunity or capability gap identification to warfighter employment. CD also aligns the execution of all lines of effort at the appropriate level, including gap analysis, Science & Technology (S&T), studies, wargaming, experimentation, development planning, requirements development, acquisition strategies, and investment strategies, to provide relevant capability to future warfighters.

**Capability Development Council (CDC):** The AF CDC is a governance body designed to identify the key strategic questions related to operational capability which require AF senior leadership direction. It also serves as a verification body for new and ongoing capability development efforts. Ref: AF Capability Development Charter, May 2016.

**Capability Development Working Group (CDWG):** An AF/A5R and SAF/AQR O-6 (or equivalent) led, cross-functional inclusive body that reports to AF/A5/8 to inform the appropriate AF processes. Primary function includes recommend prioritization of operational challenges and opportunities aligned with Strategy, Planning, and Programming, recommend ECCTs, synchronize high priority capability development activities across the AF enterprise, and assess the capability development activities against strategic objectives for adequacy, timeliness, and de-confliction.

**Capability Gap:** The inability to execute a specified COA or valid AF mission area. The gap may be the result of no existing capability, lack of proficiency or sufficiency in an existing capability solution, or the need to replace an existing capability solution to prevent a future gap. Ref: AFI 10-601 (adapted from Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5123.01 & Joint Publication 1-02)

**Capability Solution (or Solution):** A materiel or non-materiel opportunity or solution to satisfy one or more capability gaps/reduce or eliminate one or more capability gaps. Ref: Joint Capabilities Integration and Development System (JCIDS) Manual

**Core Function Leads (CFL):** SecAF/CSAF-designated leaders who serve as the principal integrators for their assigned Service Core Function (SCF) and the corresponding AF CFSPs. CFLs guide the SCF process and all SCF-related appropriation priorities by orchestrating the development of SCF in collaboration with key stakeholders across the AF to include Major Commands (MAJCOMs), the ARC, and functional authorities. CFLs have tasking authority with regard to SCF planning and programming issues to identify enabling capabilities in, and integration requirements/opportunities with, other SCFs, joint forces, civilian government and non-government organizations, and allied/partner nations. CFLs provide a prioritized SCF investment and O&M submission for HAF POM Integration. CFLs participate at all appropriate levels of the AFCS. For all SCF-specific governance structures, CFLs serve as chair or co-chair.

**Core Function Support Plans (CFSP):** Developed by CFLs, in collaboration with key stakeholders across the AF CFSPs align strategy, operating concepts, and capability development by SCF, to provide financial constructs for enhancing Global Vigilance, Global Reach, and

Global Power across the range of military operations. Along with other internal and external products, the AFSEA, the AF SMP, and the SPG provide the strategic context for CFSP production. When developing CFSPs, CFLs must account for all related authoritative perspectives across the AF, including the perspectives of regional AF commands; and CFLs coordinate their CFSPs with all AF Functionals and OCRs prior to submission. CFLs update CFSPs every other year.

**DOTMLPF-P:** The DoD acronym that pertains to the eight possible non-materiel elements involved in solving warfighting capability gaps. These solutions may result from a Capabilities-Based Assessment or any study that investigates DoD warfighting capabilities and identifies capability gaps. DOTMLPF-P is cited in CJCSI 3170.01, JCIDS, and described in detail in the JCIDS Manual. DOTMLPF-P stands for:

- Doctrine: the way we fight (e.g., emphasizing maneuver warfare, combined air-ground campaigns)
- Organization: how we organize to fight (e.g., divisions, air wings, Marine-Air Ground Task Forces)
- Training: how we prepare to fight tactically (basic training to advanced individual training, unit training, joint exercises, etc.)
- Materiel: all the “stuff” necessary to equip our forces that DOES NOT require a new development effort (weapons, spares, test sets, etc. that are “off the shelf” both commercially and in the government)
- Leadership and education: how we prepare our leaders to lead the fight (squad leader to 4-star general/admiral - professional development)
- Personnel: availability of qualified people for peacetime, wartime, and various contingency operations
- Facilities: real property, installations, and industrial facilities (e.g., government owned ammunition production facilities)
- Policy: DoD, interagency, or international policy that impacts the other seven non-materiel elements.

**Far-term:** Eleven to 30 years into the future beyond the SPG-directed planning year. This timeframe represents a period of uncertain threats and environments. It tests the bounds of doctrine, tactics, and capabilities.

**Future Years Defense Program:** Summarizes SECDEF-approved DoD programs. The FYDP projects detailed source requirements for 5 years and force structure for 9 years.

**Inputs:** Information/data used during the completion of each activity is labeled as an information “Input.”

**Outputs:** Information/data generated during the completion of each activity is labeled as an information “Output.”



**Mid-term:** 6 to 10 years into the future beyond the SPG-directed planning year. This timeframe represents a period of anticipated threats, environments, doctrine, tactics, and capabilities.

**Near-term:** 5 years into the future beginning with the SPG-directed planning year. This timeframe represents a period of expected threats, environments, doctrine, tactics, and capabilities.

**Planning Choice:** An approach, disconnect, initiative, offset, or POM disconnect regarding future use of AF resources, that has not yet been approved for inclusion in the 30-Year Plan. The Planning Corporate Structure reviews these using the results of the SPF, at increasingly higher governance levels until agreement can be reached, and if not reached at one of the lower levels of governance (Planning Group/Board/Council), it is decided at the planning choices event chaired by SecAF/CSAF.

**Resource Allocation Plan (RAP):** The RAP is the data (spreadsheet) portion of the 30-Year Plan. The RAP narrative is the words that accompany the spreadsheet data that explain what we are doing, and when during the 30-Year Plan. The RAP and RAP narrative together comprise the 30-Year Plan.

**SIPOC:** SIPOC is a data collection form that assists in gathering information about Suppliers, Inputs, Processes, Outputs, and Customers of a process.

- **Supplier:** Provide inputs into the process
- **Input:** The material, service and/or information used by the process to produce an output
- **Process:** A defined sequence of activities that deliver outputs to meet customer requirements
- **Outputs:** The products, services, and/or information that result from the completion of a process
- **Customers:** Users of the outputs produced by the process

**Strategic Planning Guidance (SPG):** The SPG shapes the air, space, and cyberspace force by translating strategy into planning and programming guidance to meet national security objectives at the lowest overall risk possible given available resources. The SPG defines the AF position on Total Force Enterprise (TFE) force structure, readiness and sustainability, infrastructure, and modernization/recapitalization. The SPG links the AF SMP to CFSPs by providing Planning Guidance for force structure development, based upon the 20-Year Planning Force results of the previous cycle's PFP Integration process. The SPG's long-term major investment plan influences operational concept development, organizational change, and training plans, and provides parameters for requirements generation to produce the proper balance between current and future AF priorities. SPG Programming Guidance provides authoritative direction for AF POM development.

**Strategic Planning Working Group (SPWG):** An AF/A8X O-6 (or equivalent) led, cross-functional inclusive body that reports to AF/A5/8. Primary function includes planning force prioritization, investments, and trades aligned with Strategy, Planning, and Programming as

informed by the CDC, coordinates CFL inputs via the CFSP process, and assesses the planning force against strategic objectives and CDC guidance.

**SPWG Key Stakeholders:**

- Panels: Agile Combat Support/Installation, Agile Combat Support/Logistics, Agile Combat Support/Personnel and Training, Agile Combat Support/Research, Development, Test, and Evaluation, Combat AFs, Global Integrated Intelligence, Surveillance, Reconnaissance (GIISR)/Command and Control, Global Mobility, Nuclear Deterrence Operations, Space/Cyberspace, Total Force
- SAF: AQ, CIO-A6, FM, IA, IE, LL, SP
- Air Staff: A1, A2, A3, A4C, A4P, A5R, A5S, A9, A10, RE, NGB, ST
- CFLs: Agile Combat Support, Air Superiority, Command and Control, Cyberspace Superiority, Education & Training, GIISR, Global Precision Attack, Nuclear Deterrence Operations, Personnel Recovery, Rapid Global Mobility, Special Operations, Space Superiority

**Strategic Prioritization Framework (SPF):** This is a process designed to provide scalable AF enterprise-wide strategic initiative assessments and integration. The process includes objective and subjective variables designed for repeatable, consistent scoring of programs, initiatives, and offsets. It provides comparable information and data visualization on disparate AF programs/initiatives to support strategic decision making by senior leaders.

## IV. Business Process Mapping Notation Process Map Definitions

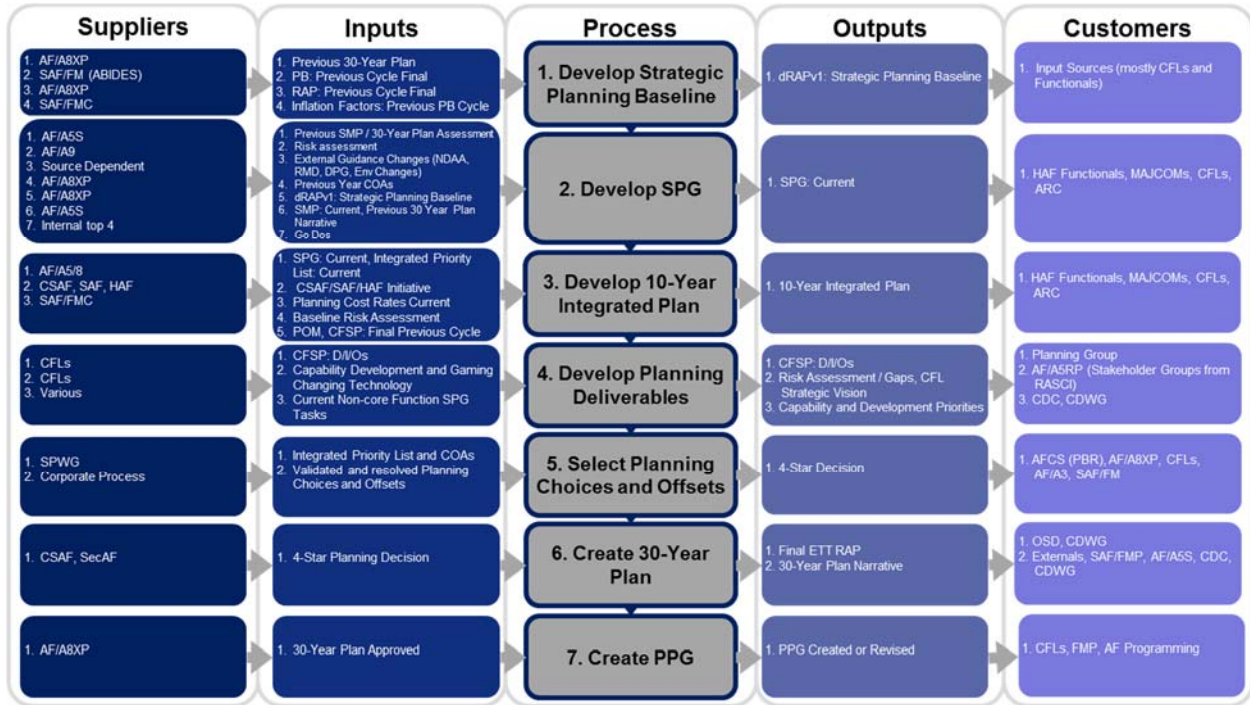
Shape Name	Shape	Definition
Task		Denotes an activity that is performed by an individual or group of individuals
Global/Parent Process		Denotes a Global or Parent process that links to the process
Collapsed Sub-Process		Denotes a Sub-process that the Parent process feeds into
Out-of-Scope Process		Denotes an out-of-scope process, or set of processes
Exclusive Gateway		Routes the process to a single, mutually exclusive path based on a <u>condition</u> of the process
Event-Based Gateway		Routes the process to a single, mutually exclusive path based on an <u>event</u> of the process
Inclusive Gateway		Routes the process to one or more paths based on conditions of the process
Parallel Gateway		Routes the process to multiple paths that occur concurrently
Message		Depicts a message (can be a physical object or piece of information) that is sent to another Actor(s) and serves as a trigger for a next step in the process
Throwing Message		Depicts a scenario where a message is sent to an individual(s), but receipt of the message is not necessary to start the next step in the process (i.e., process flow continues along a separate path)

Shape Name	Shape	Definition
End Message		Depicts a scenario where a message is sent to another Actor(s) and the process terminates as a result
Timer		Depicts a time or event that triggers (or completes) the process
Start		Signals the first step of a process
End		Signals the final step in a process
Data Object		Represents data or a work item that is created within the process
Process Input		Represents external data or a work item that feeds into the process
Process Output		Represents data or a work item that is created within the process and feeds into an external process
Data Store		Represents a system where data storage occurs
Sequence Flow		Connects flow objects in a sequential order
Message Flow		Indicates a message flow (can be a physical object or information) between two objects
Association Flow		Indicates a flow association between two objects
Association Line		Indicates an association between two objects
Swim Lane		Organizes activities into separate categories (i.e., roles) and reveals which parties are responsible for each step in a process

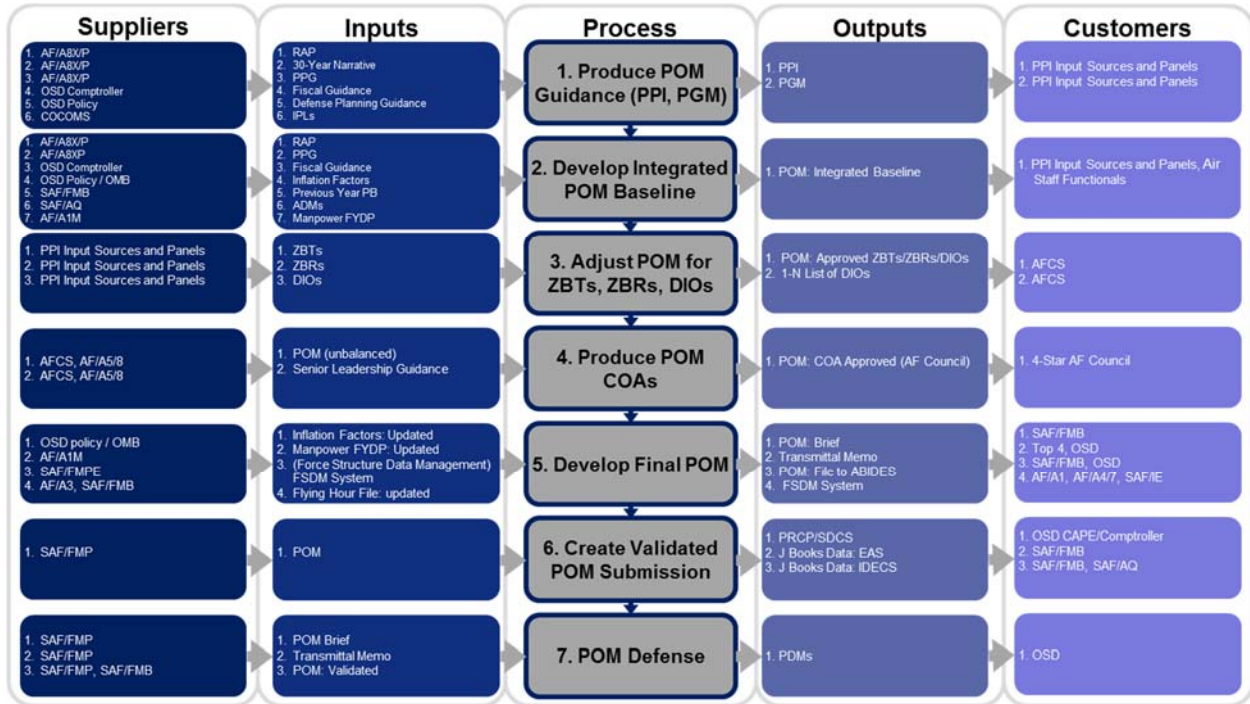
## V. SPPBE SIPOCs

The SIPOC provides a high-level view of a phase and key process activity linkages between organizations (suppliers, customers), supplied information (inputs), and received information (outputs).

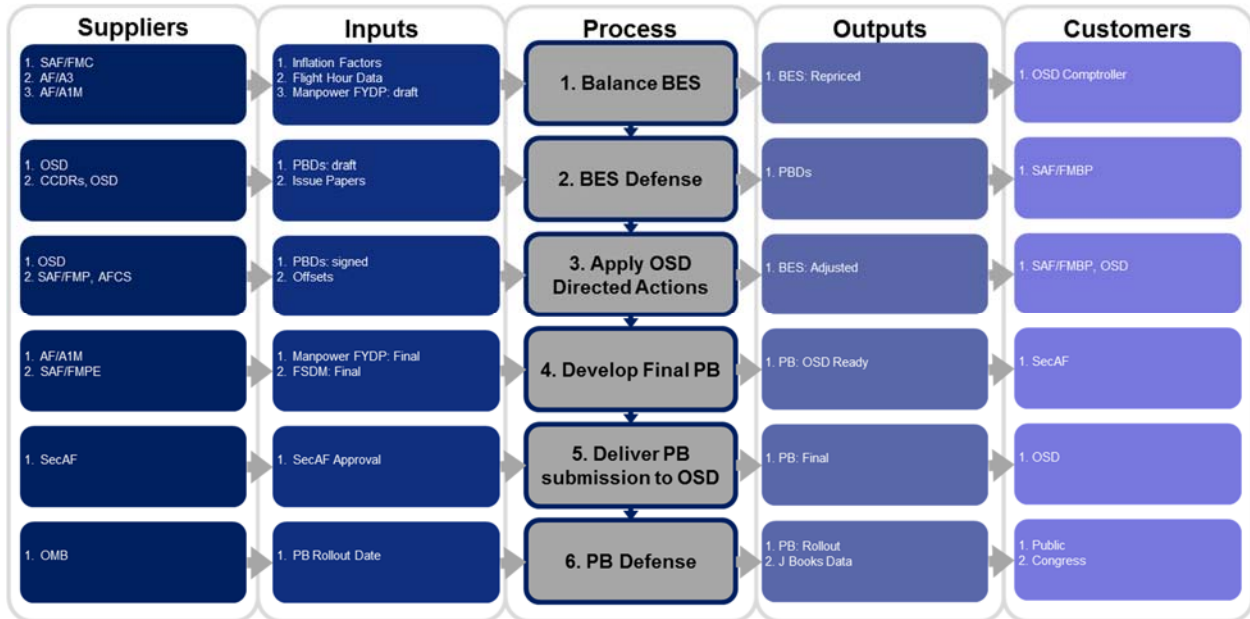
### Planning Phase:



## Programming Phase:



## Budgeting Phase:

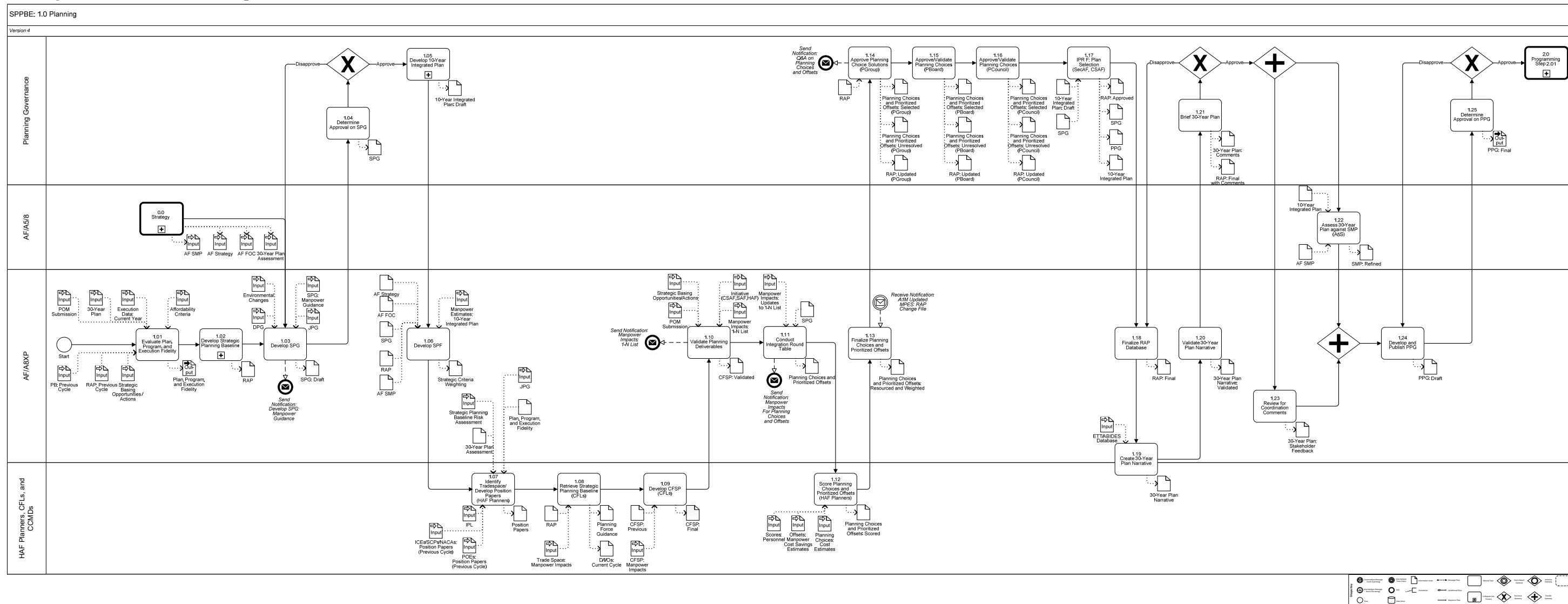


## VI. SPPBE Detail Maps and RASCIs

### *i. Strategy Phase RASCI*

Activity ID	Activity Step	AF Functionals	CFLs	MAJCOMs	AF/A5S	AF/A5SG	AF/A5S (2-Star)	AF/A5SC	AF/A5SS	AF/A5SM	AF/A5SW	AF/A1M	SAF/AQ
0.01	Create AFSEA					R	A		I			S	
0.02	Create AF FOC				A			R	I			S	S
0.03	Create AF Strategy				A	S		S	R	S	S		S
0.04	Create AF SMP	C	C	C	A	S		S	R	S	S	S	S
0.05	Assess AF Strategy / SMP				A					R			

1 ii. Planning Phase Detail Process Maps

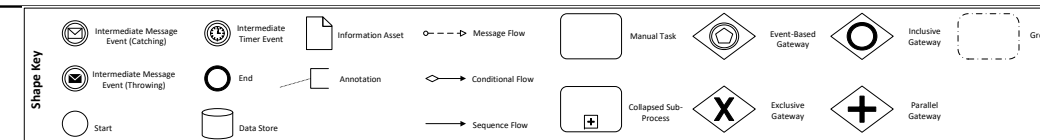
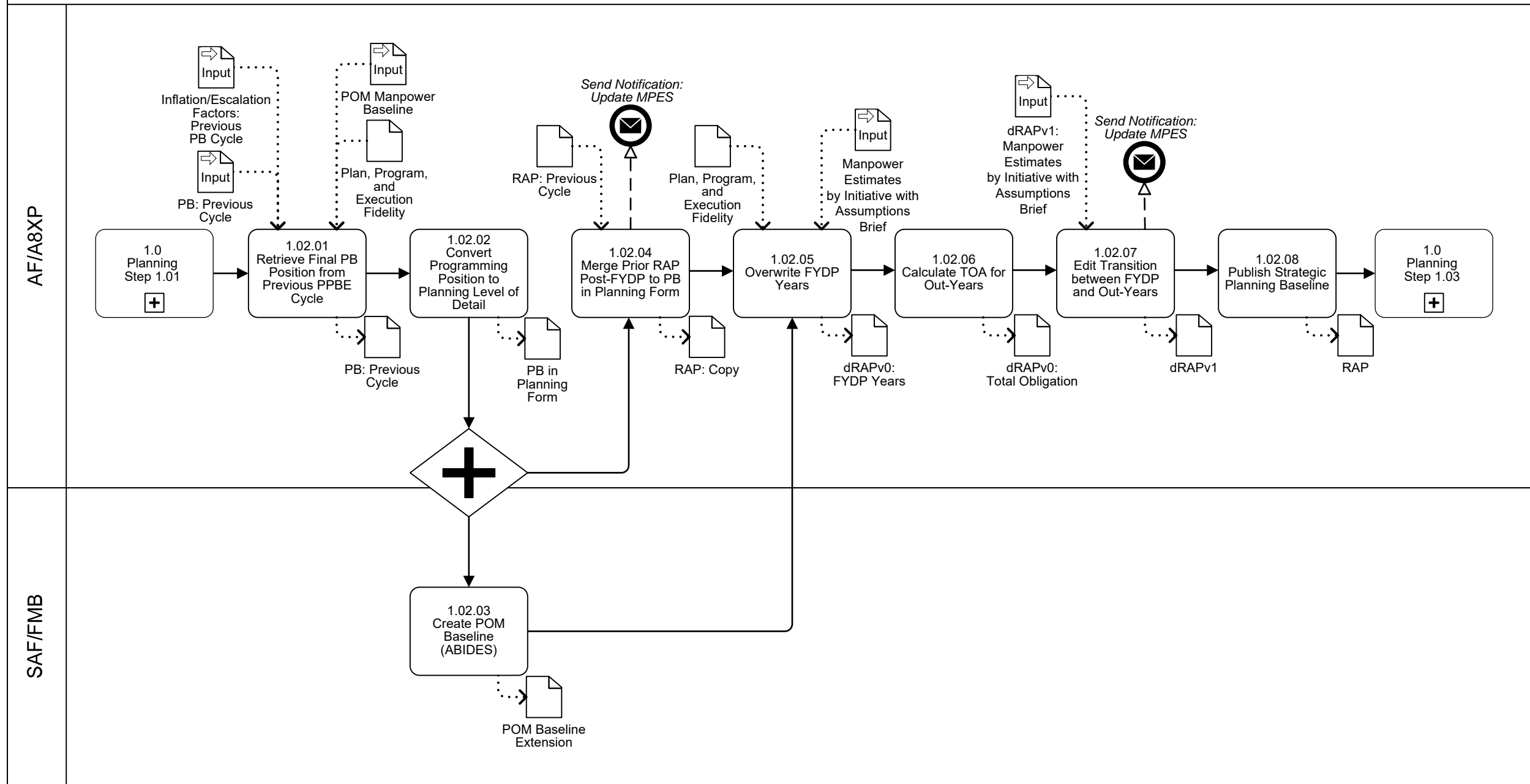


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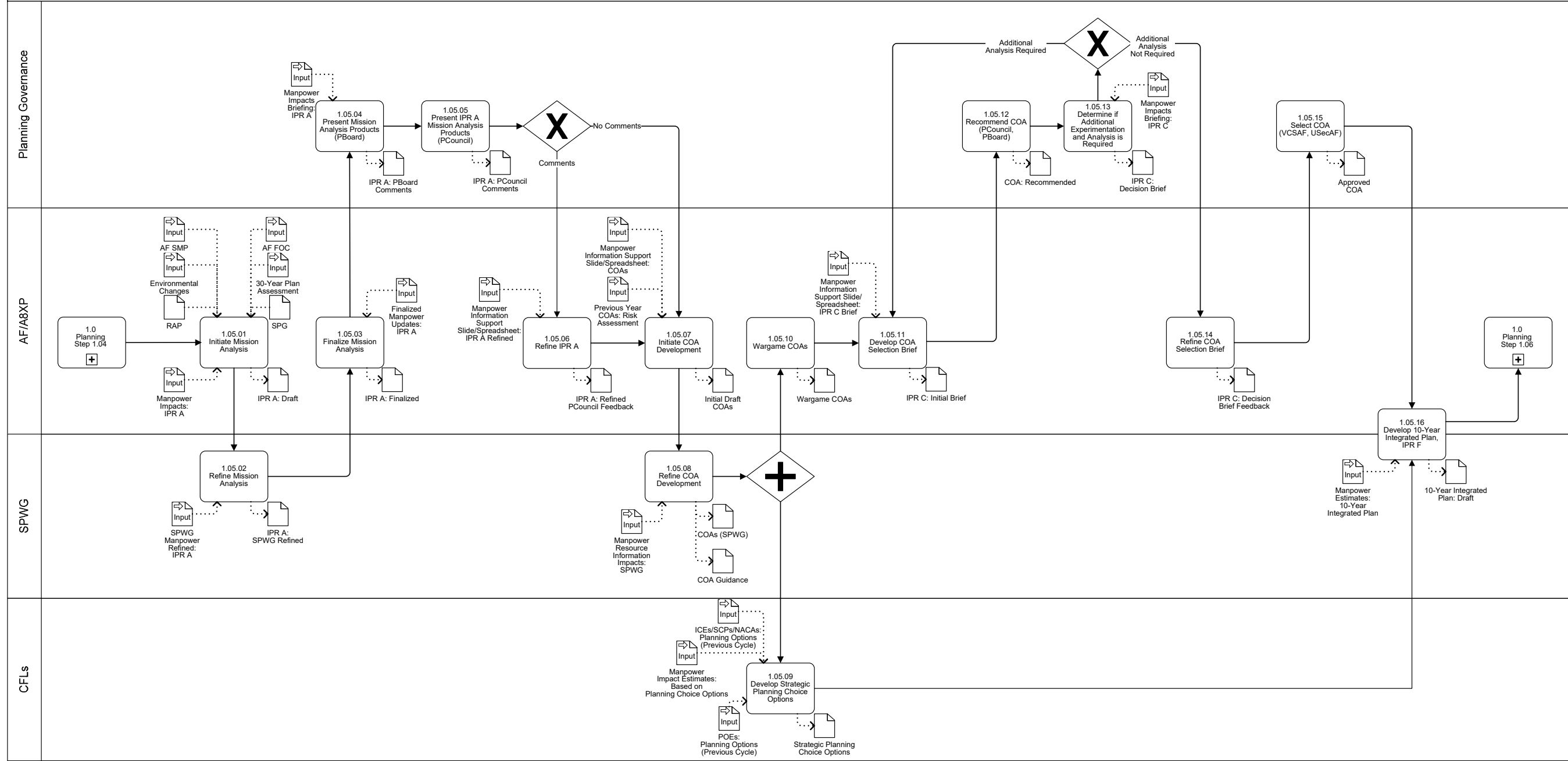
SPPBE: 1.02 Develop Strategic Planning Baseline

Version 4



SPPBE: 1.05 Develop 10-Year Integrated Plan

Version 4



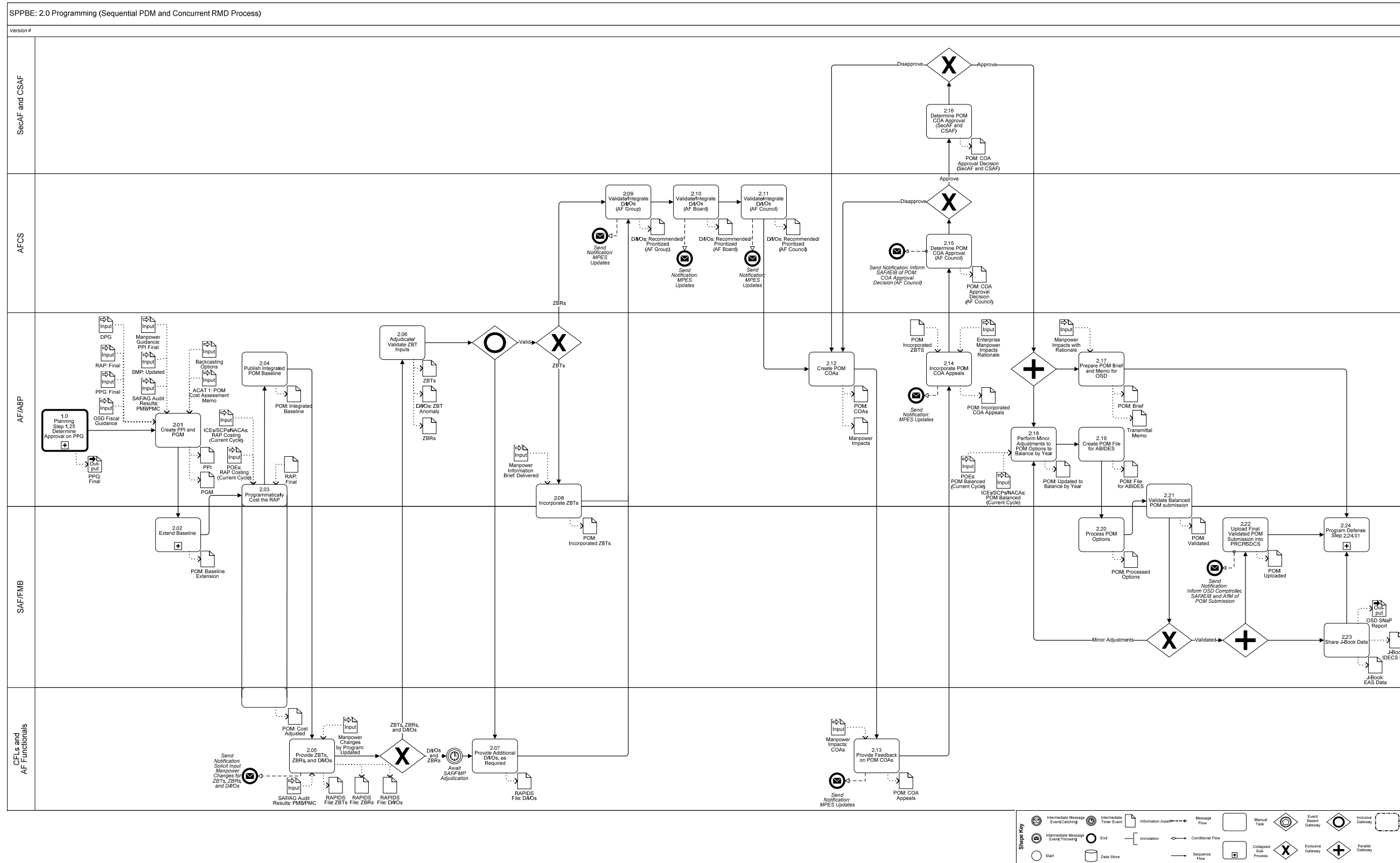
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## iii. Planning Phase RASCI

Activity ID	Activity Step	AF/A8XP	CFLLs	AF/A5R	AF/A5S	AF/A9	SAF/AQ	SAF/FMB	AF/A8P	SAF/FMC	SAF/LL	AF/A1M	Planning Governance	SPWG	AFCS	HAF Planners	Top 4	CCMDs	HQ Air Staff (2-Letters)	CDWG
1.01	Evaluate Plan, Program, and Execution Fidelity	R, A	C						S											
1.02.01	Retrieve Final PB Position from Previous SPPBE Cycle	R, A							S											
1.02.02	Convert Programming Position to Planning Level of Detail	R, A	S						C											
1.02.03	Create POM Baseline (ABIDES)							R, A												
1.02.04	Merge Prior RAP Post-FYDP to PB in Planning Form	R, A										S								
1.02.05	Overwrite FYDP Years	R, A	I							C		C				I				
1.02.06	Calculate TOA for Out-Years	R, A	I							S						I				
1.02.07	Edit Transition between FYDP and Out-Years	R, A	S									C								
1.02.08	Publish Strategic Planning Baseline	R, A	I	I	I	S	S		I	I	I	C		I	I	S				
1.03	Develop Strategic Planning Guidance	R, A	C	S	S	S						S				C				S
1.04	Determine Approval on Strategic Planning Guidance	S	C										R		A	C				
1.05.01	Initiate Mission Analysis	R	S			S						S	C	A		S				
1.05.02	Refine Mission Analysis	A	S									S		R						
1.05.03	Finalize Mission Analysis	R, A	S									S				C				
1.05.04	Present Mission Analysis Products (PBoard)	A	C									S	R			I				
1.05.05	Present IPR A Mission Analysis Products (PCouncil)	A	C									S	R			I				
1.05.06	Refine IPR A	R, A	C									S								
1.05.07	Initiate COA Development	R, A	C									S								
1.05.08	Refine COA Development	A	C									S		R						
1.05.09	Develop Strategic Planning Choice Options	A	R							S		S								
1.05.10	Incorporate Wargame COAs	R, A	S			S						S				I				

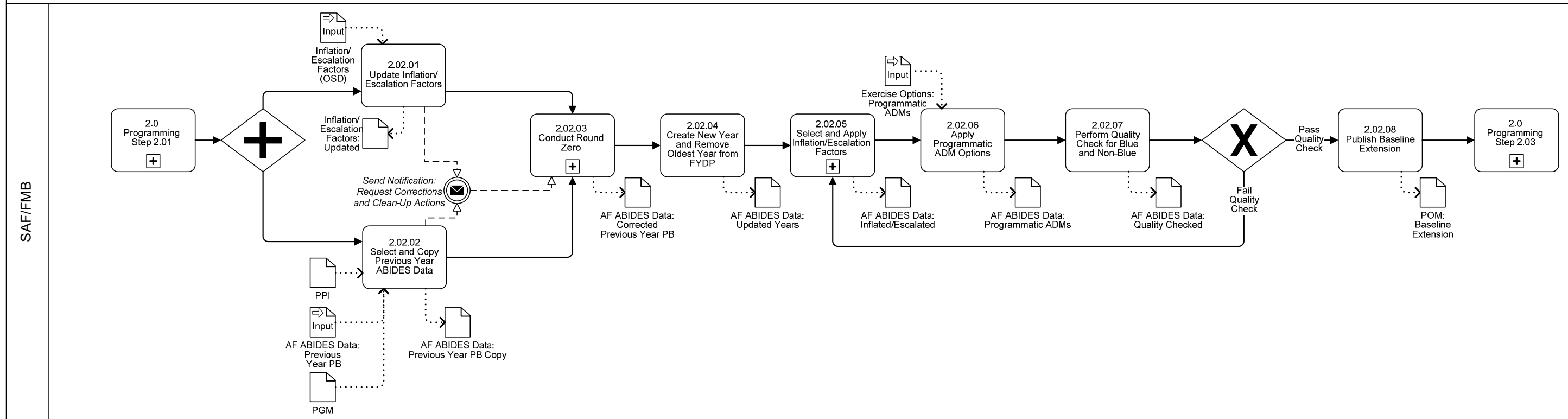
1.05.11	Develop COA Selection Brief	R, A	S				I					S						
1.05.12	Recommend COA (PCouncil, PBoard)	A	C				C					S	R			I		
1.05.13	Determine Whether Additional Experimentation and Analysis is Required	A	I				I					S	R					
1.05.14	Refine COA Selection Brief	R, A	I				I											
1.05.15	Select COA (VCSAF, USecAF)	A	I				I						R					
1.05.16	Develop 10-Year Integrated Plan, IPR F	R										S		A			C	C
1.06	Develop Strategic Prioritization Framework	R, A	S				S					C		S		S		
1.07	Identify Tradespace/ Develop Position Papers	A	A		S	S			S			C				R		C
1.08	Retrieve Strategic Planning Baseline	S	R									S						
1.09	Develop CFSP (CFLs)	I	R				S					S						
1.10	Validate Planning Deliverables	R, A	I				I					S		C		S		
1.11	Conduct Integration Round Table	R, A	S				S	S		I		S				S		
1.12	Score Planning Choices and Offsets (HAF Planners)	A	C	S	S	S	S		S	S	S	S				R		
1.13	Finalize Planning Choices and Offsets	R, A	I				S		I	I		S		I				
1.14	Approve Planning Choice Solutions (PGroup)	I	S										R	S	A			
1.15	Approve/Validate Planning Choices (PBoard)	I											R		A	I		
1.16	Approve/Validate Planning Choices (PCouncil)	I											R		A	I	I	
1.17	Conduct IPR F: Plan Selection (SecAF, CSAF)	A												S	S	I	R, I	I
1.18	Finalize RAP Database	R	A															
1.19	Create 30-Year Plan Narrative	R	A															
1.20	Validate 30-Year Plan Narrative	R, A	C											C				
1.21	Brief 30-Year Plan												R		A			
1.22	Assess 30-Year Plan against SMP	A			R													
1.23	Review for Coordination Comments	R, A	C				C											C
1.24	Develop and Publish PPG	R, A	C					S	S									
1.25	Determine Approval on PPG	A	S									S	R					

iv. Programming Phase Detail Process Maps

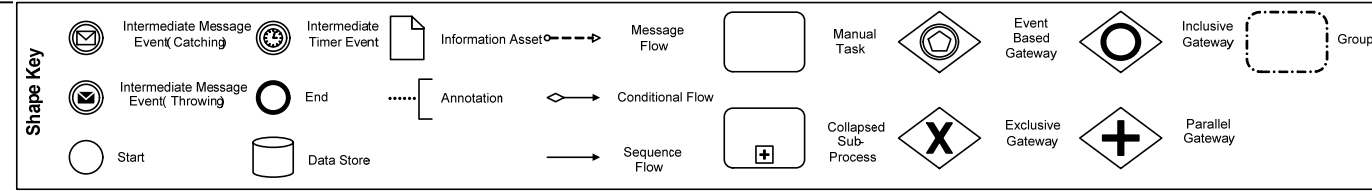


SPPBE: 2.02 Extend Baseline

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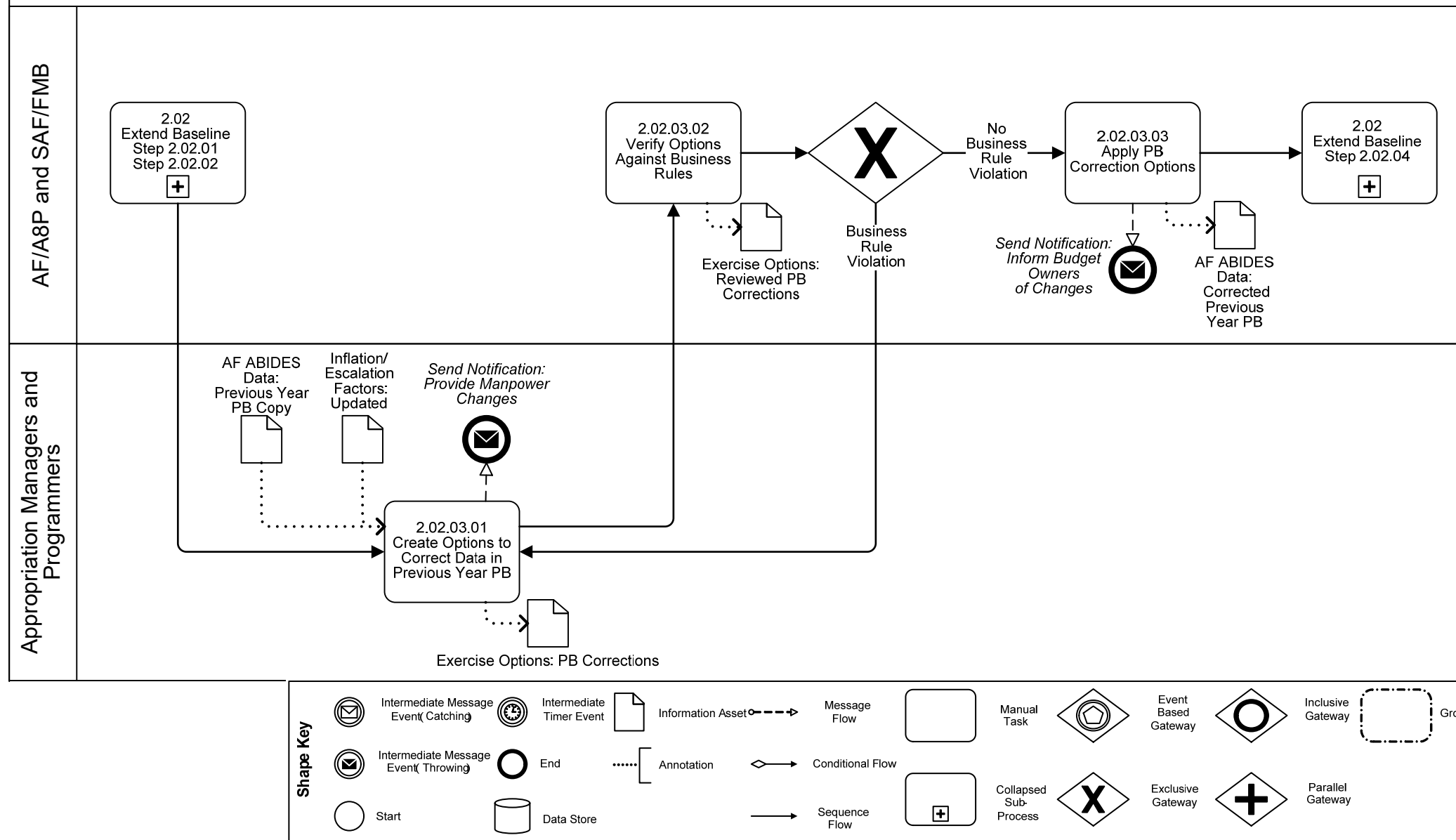


SAF/FMB



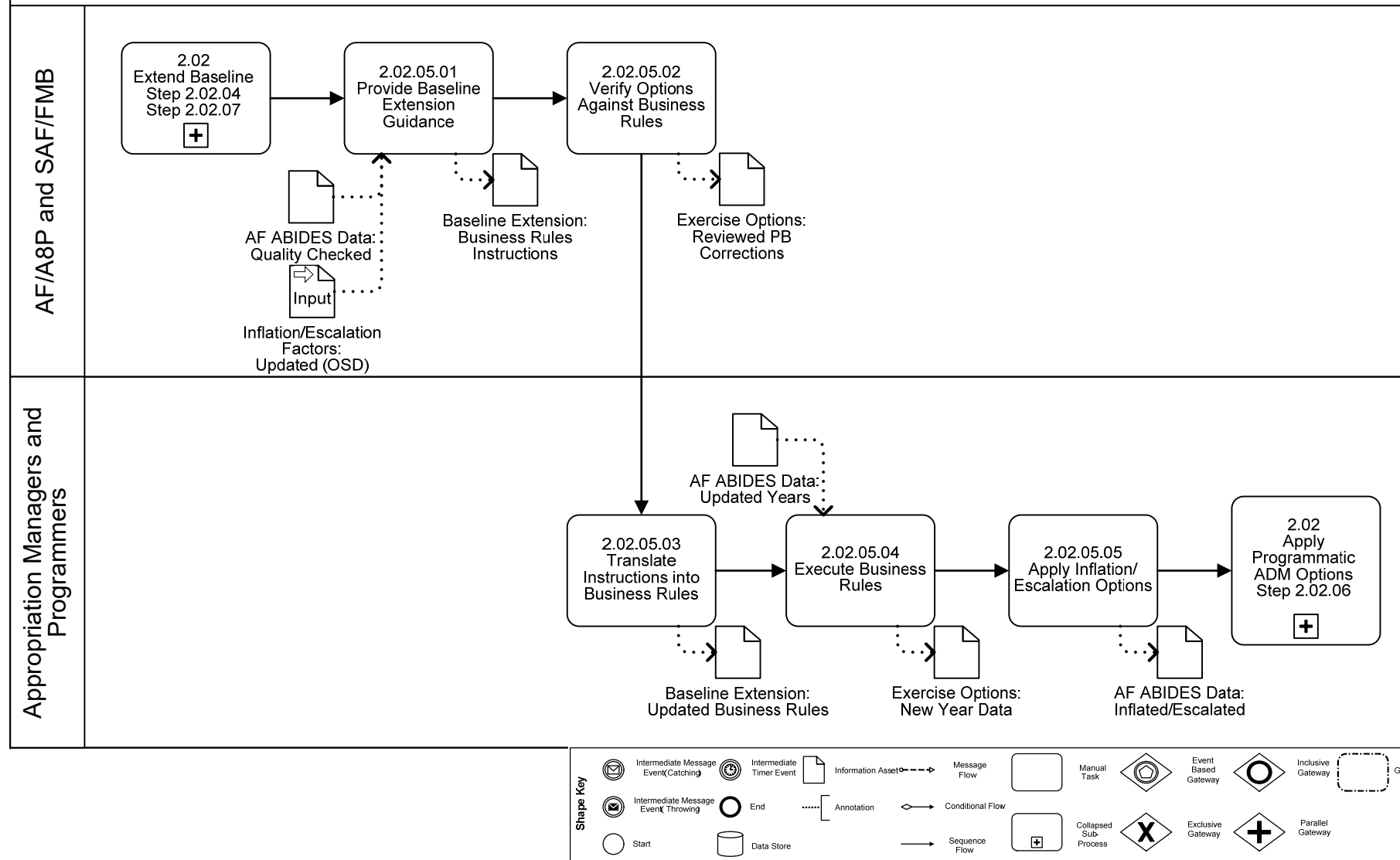
SPPBE: 2.02.03 Conduct Round Zero

Version 4



SPPBE: 2.02.05 Select and Apply Inflation/Escalation Factors

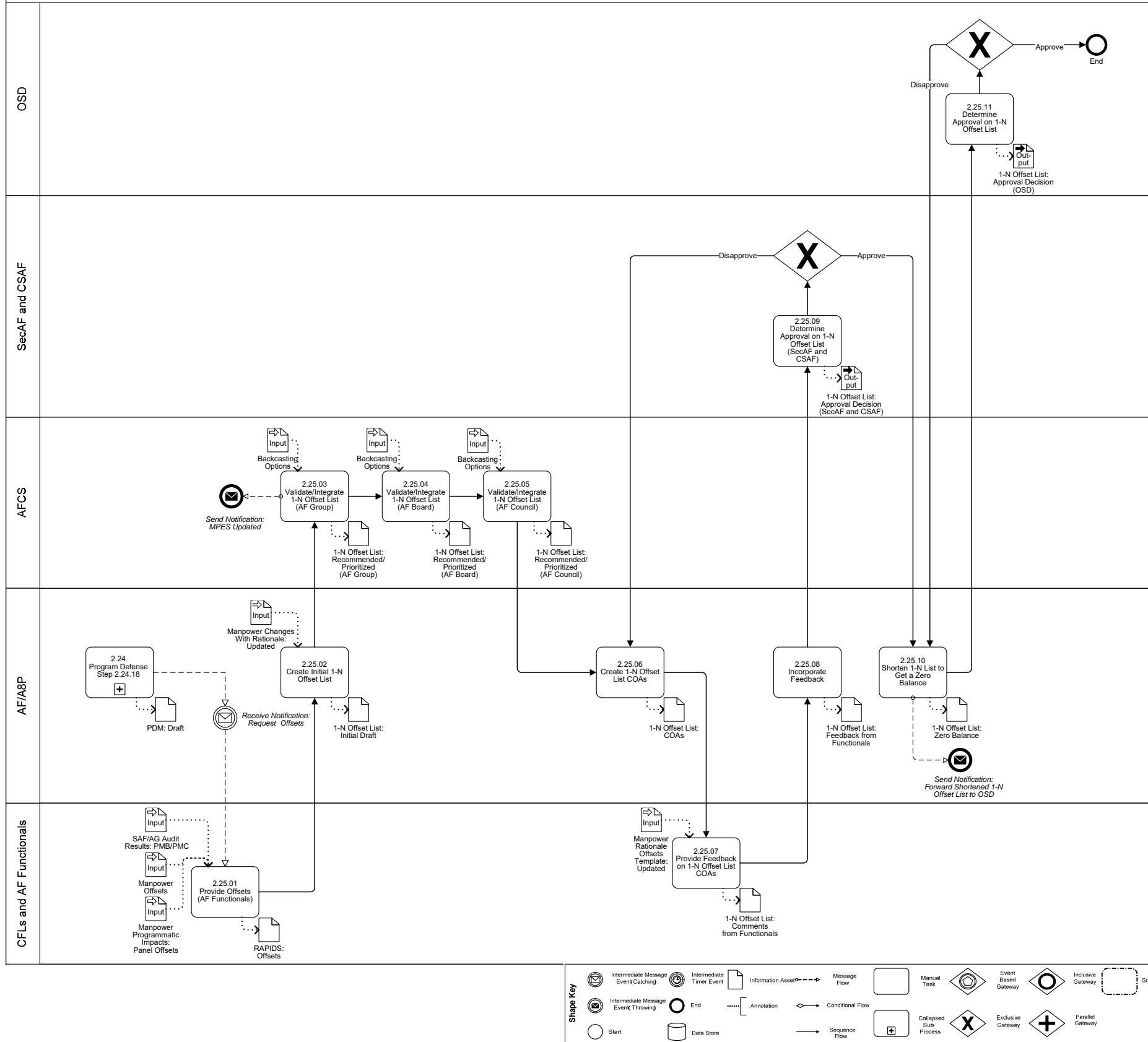
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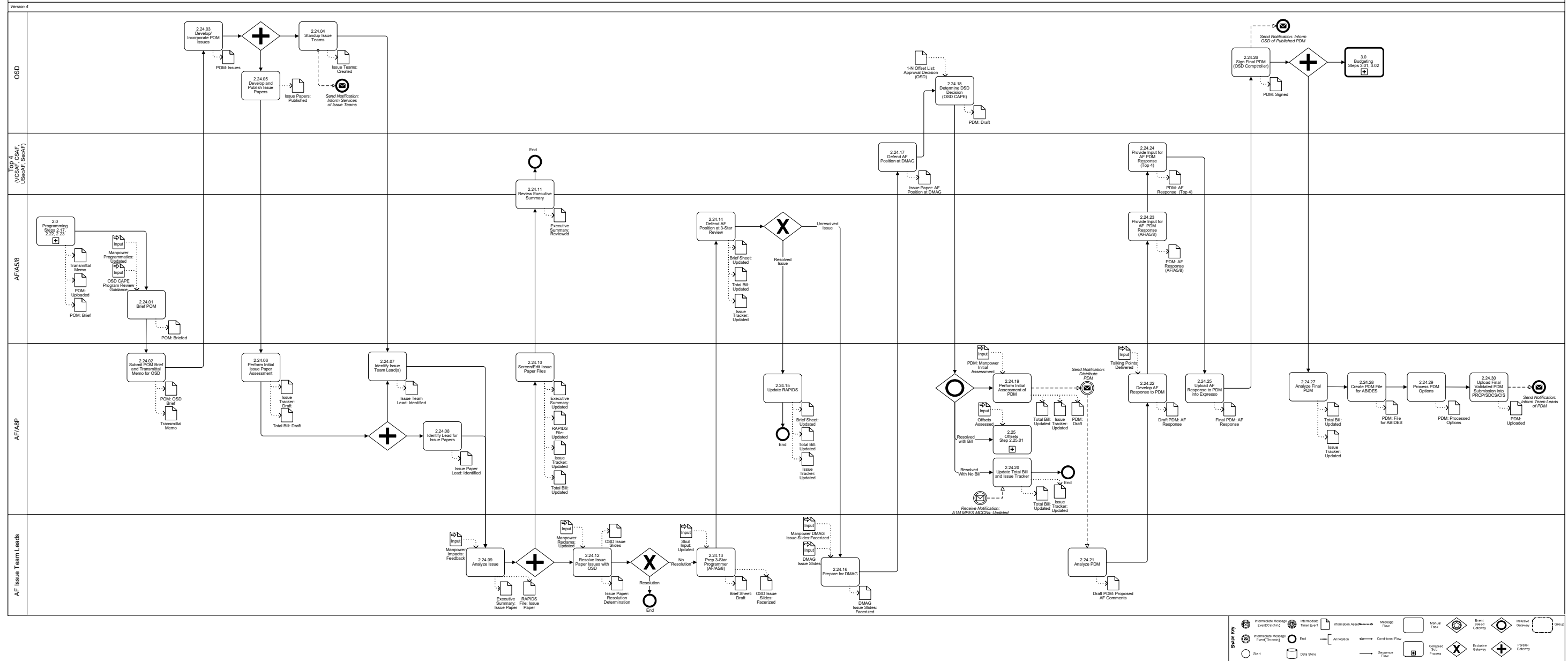
SPPBE: 2.25 Offsets (Sequential PDM Process)

Version 4



Version 4.1

SPPBE: 2.24 Program Defense (Sequential PDM Process)

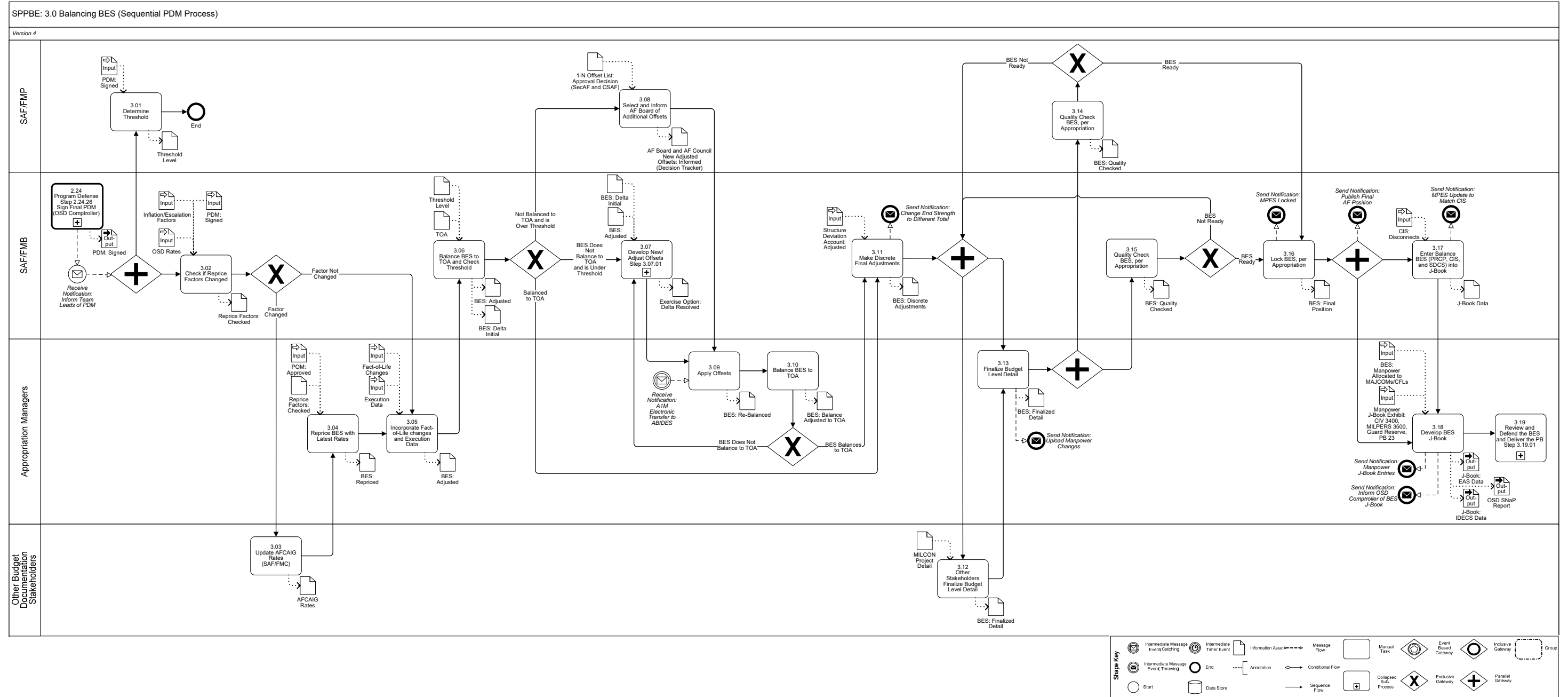


Activity ID	Activity Step	Top 4	AFCS	SAF/FM	AF/A5/8	SAF/FMC	SAF/FMB	AF/A9	AF/A8XP	AF/ AIM	AF/A8P	AF Issue Team Leads	Appropriation Managers and Programmers	CFLs and AF Functionals	SAF/AQ	AF/A8PE	OSD	AF/A4	SAF/ AG	SecAF and CSAF
2.01	Create PPI and PGM	A	I	C	C	S	S		S	S	R			C	S			S	I	
2.02.01	Update Inflation/ Escalation Factors						R			S										
2.02.02	Select and Copy Previous Year ABIDES Data						R													
2.02.03.01	Create Options to Correct Data in Previous Year PB					C				S			R							
2.02.03.02	Verify Options Against Business Rules						R			C	R									
2.02.03.03	Apply PB Correction Options						R			S	R									
2.02.04	Create New Year and Remove Oldest Year from FYDP						R			C										
2.02.05.01	Provide Baseline Extension Guidance						R			S	R									
2.02.05.02	Verify Options Against Business Rules						R			S	R									
2.02.05.03	Translate Instructions into Business Rules									S			R							
2.02.05.04	Execute Business Rules									S			R							
2.02.05.05	Apply Inflation/ Escalation Options									S			R							
2.02.06	Apply Programmatic ADM Options						R			S										
2.02.07	Perform Quality Check for Blue and Non-Blue						R			S										
2.02.08	Publish Baseline Extension						R													
2.03	Programmatically Cost the RAP		S	A	A	S			C	C	R			S						
2.04	Publish Integrated POM Baseline			A	A	C					R									
2.05	Provide ZBTs, ZBRs, and D/I/Os		S				C		I	S	C		C	R, A					I	
2.06	Adjudicate/Validate ZBT Inputs		C				S, C, I			S	R, A		S	I						

2.07	Provide Additional D/I/Os, as Required		A				C		I	S	S		C	R					
2.08	Incorporate ZBTs						R			S	R			I					
2.09	Validate/Integrate D/I/Os (AF Group)		R, A							S				C					
2.10	Validate/Integrate D/I/Os (AF Board)		R, A							S				C					
2.11	Validate/Integrate D/I/Os (AF Council)		R, A							S				C					
2.12	Create POM COAs		S	A	A	I	S	S		S	R								
2.13	Provide Feedback on POM COAs		S				S	S		S	I			R					
2.14	Incorporate POM COA Appeals		S	A	A		S		C	S	R			C					
2.15	Determine POM COA Approval (AF Council)		R, A	S	S	S	S		C	S	C								
2.16	Determine POM COA Approval (SecAF and CSAF)	A					I		C					I					R
2.17	Prepare POM Brief and Memo for OSD	A	S				S, C		S	S	R			S					
2.18	Perform Minor Adjustments to POM Options to Balance by Year	A	S			S	S		C	S	R			C	S			S	
2.19	Create POM File for ABIDES		S				S			S	R, A			C					
2.20	Process POM Options						R				A								
2.21	Validate Balanced POM Submission	I	S				R			S	R, A		S	I					
2.22	Upload Final Validated POM Submission into PRCP/SDCS					I	R, A		I	S	S		S						
2.23	Share J-Book Data		C				R, A		I		S		S						
2.24.01	Brief POM	A	I		R		S, C	S	I	S	S	I		I					
2.24.02	Submit POM Brief and Transmittal Memo for OSD	A		C	C		S, C		C	C	R								
2.24.03	Develop/Incorporate POM Issues																		R
2.24.04	Establish Issue Teams																		R
2.24.05	Develop and Publish Issue Papers									S									R
2.24.06	Perform Initial Issue Paper Assessment		S				C, I		S	S	R		C	I					
2.24.07	Identify Issue Team Lead(s)		I		A		I				R	S	I						
2.24.08	Identify Lead for Issue Papers		S				I	S		C	R	I	I	S					
2.24.09	Analyze Issue		S			C	S, C	S	S	S	S	R	C	S					
2.24.10	Screen/Edit Issue Paper Files										R, A								
2.24.11	Review Executive Summary	R		I	R		C		C		C								
2.24.12	Resolve Issue Paper Issues with OSD					C	I		I	C	I	R, A							

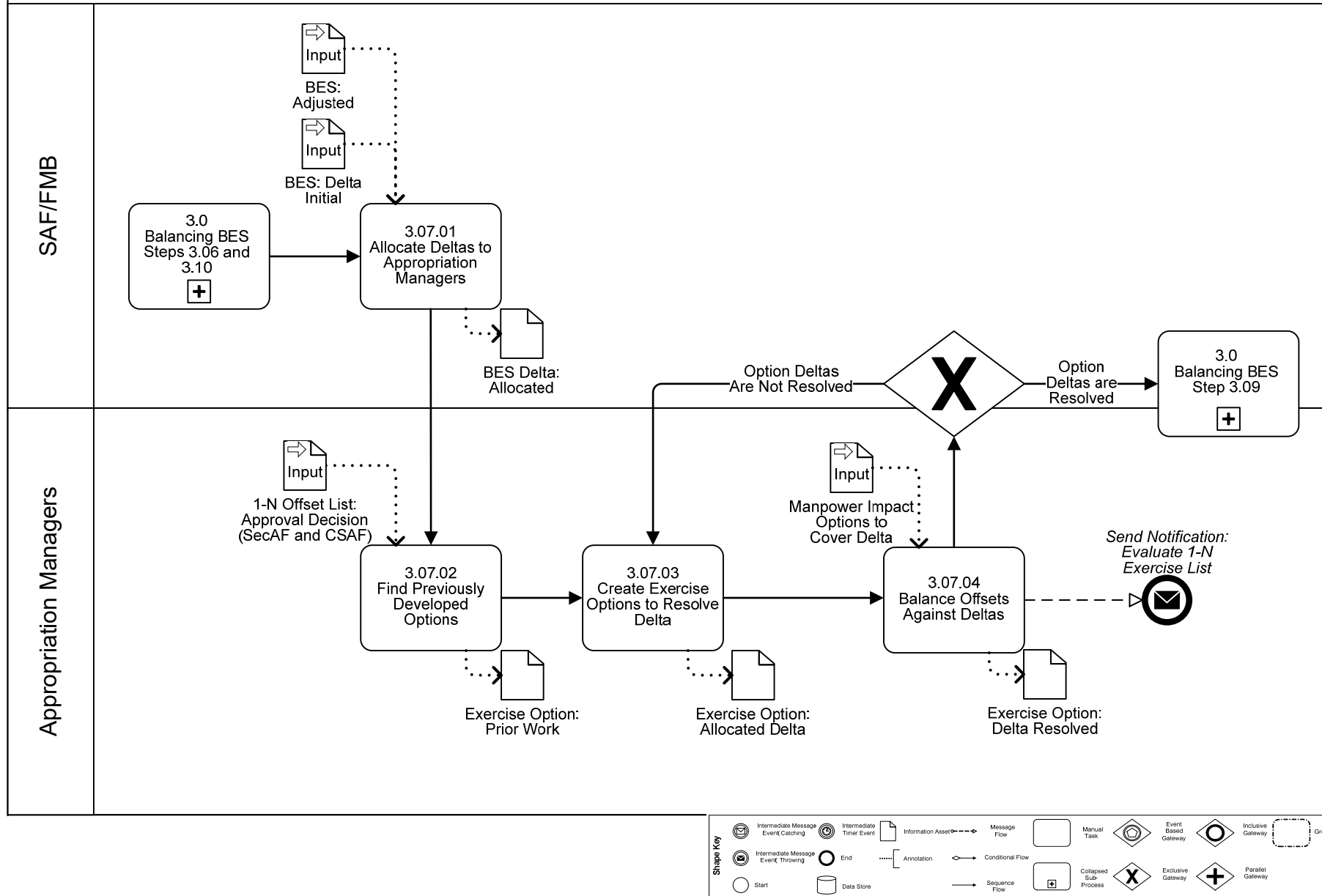
2.24.13	Prep AF/A5/8		C	I	I		S, C	S	C	S	A	R	S	S					
2.24.14	Defend AF Position at 3-Star Review			A	R, A														
2.24.15	Update RAPIDS		S				S, C			C	R, A	C	C	C					
2.24.16	Prepare for DMAG	I	S	A	A		S, C	S	C	S	R	R	S	S					
2.24.17	Defend AF Position at DMAG	R, A						S											
2.24.18	Determine DepSecDef Decision (OSD CAPE)	S	I	I	I		I		I	I	I	I	I	I					R, A
2.24.19	Perform Initial Assessment of PDM		S				S		I	S	R	S	S	S					
2.24.20	Update Total Bill and Issue Tracker		C				C		I	S	R, A	C							
2.24.21	Analyze PDM	I	S	I	I		S, C, I		S	S	A	R	S	S					
2.24.22	Develop AF Response to PDM	I	S	I	I		S, C		S	S	R, A	S	S	S					
2.24.23	Provide Input for AF PDM Response (AF/A5/8)				R, A														
2.24.24	Provide Input for AF PDM Response (Top 4)	R, A		C	C														
2.24.25	Upload AF Response to PDM into Expresso										R, A								
2.24.26	Sign Final PDM (OSD Comptroller)																		R
2.24.27	Analyze Final PDM	I	S	I	I	C	S, C		S	S	R	S	S	S					
2.24.28	Create PDM File for ABIDES										R, A								
2.24.29	Process PDM Options										R, A								
2.24.30	Upload Final Validated PDM Submission into PRCP/SDCS/CIS						S				R, A								
2.25.01	Provide Offsets									S				R		A			I
2.25.02	Create Initial 1-N Offset List									S	R			S					
2.25.03	Validate/Integrate 1-N Offset List (AF Group)		R							S									
2.25.04	Validate/Integrate 1-N Offset List (AF Board)		R							S									
2.25.05	Validate/Integrate 1-N Offset List (AF Council)		R							S									
2.25.06	Create 1-N Offset List COAs										R								
2.25.07	Provide Feedback on 1-N Offset List COAs									S				R					
2.25.08	Incorporate Feedback									S	R			S					
2.25.09	Determine Approval on 1-N Offset List (SecAF and CSAF)										I								R
2.25.10	Shorten 1-N List to get a Zero Balance									S	R			S					
2.25.11	Determine Approval on 1-N Offset List									S									R

vi. Budgeting Phase Detail Process Maps



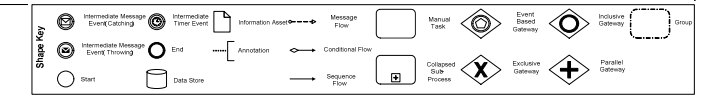
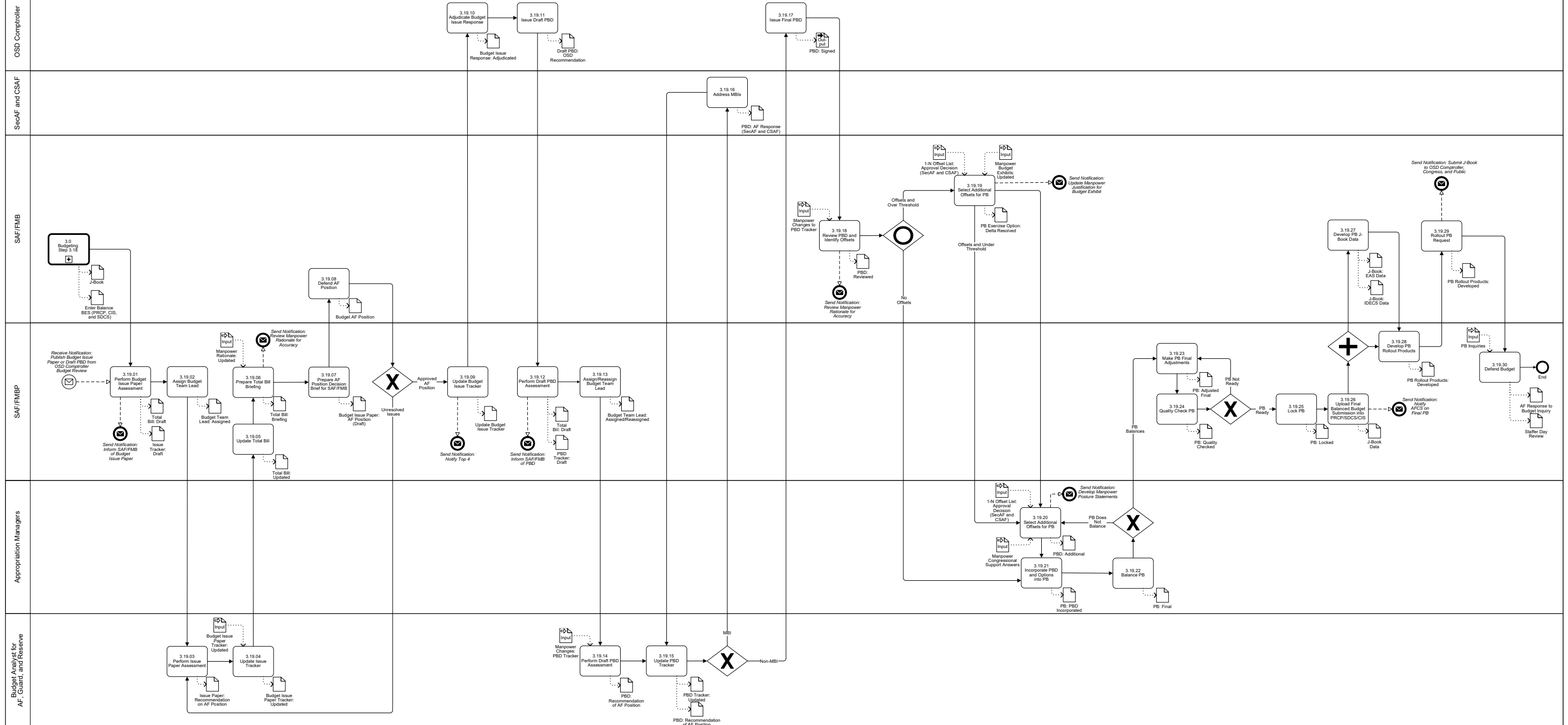
SPPBE: 3.07 Develop New/Adjust Offsets (Not balanced to TOA and Under Threshold)

Version 4



SPPBE: 3.19 Review and Defend the BES and Deliver the PB (Sequential PDM Process)

Version 4





*vii. Budgeting Phase RASCI*

Activity ID	Activity Step	AF/A8P	SAF/FMB	Other Budget Documentation Stakeholders	SAF/FMC	Appropriation Managers	OSD Comptroller	SecAF and CSAF	AF/ AIM	AFCS	SAF/FMBP	Budget Analyst for Active, Guard, and Reserve	SAF/AQXE	SAF/AQ
3.01	Determine Threshold	R									C			
3.02	Check if Reprice Factors Changed	I	R								I			
3.03	Update AFCAIG Rates (SAF/FMC)	I	I		R						I			
3.04	Reprice BES with Latest Rates	I	A			R					S			
3.05	Incorporate Fact-of-Life Changes and Execution Data	I	A			R					S			S
3.06	Balance BES to TOA and Check Threshold		R	S										
3.07.01	Allocate Deltas to Appropriation Managers		R											
3.07.02	Find Previously Developed Options			S		R					A			
3.07.03	Create Exercise Options to Resolve Delta			S		R			S		A			
3.07.04	Balance Offsets Against Deltas		S			R								
3.08	Select and Inform AF Board of Additional Offsets	R	S								S			
3.09	Apply Offsets		A			R					S			
3.10	Balance BES to TOA	S	A			R					S			
3.11	Make Discrete Final Adjustments	S	R, A						S					
3.12	Finalize Budget Level Detail (Other Stakeholders)			R							A			
3.13	Finalize Budget Level Detail		A			R			S		S			
3.14	Perform Quality Check BES, per Appropriation	R	A											
3.15	Perform Quality Check BES, per Appropriation	S	R, A	S										

3.16	Lock BES, per Appropriation		R						S		S		I	
3.17	Enter Balance BES (PRCP, CIS, and SDCS) into J-Book		R											S
3.18	Develop BES J-Book		A	S	I	R			S, I		S		S	
3.19.01	Perform Budget Issue Paper Assessment	I	A						S		R			
3.19.02	Assign Budget Team Lead		S	S					C		R			
3.19.03	Perform Issue Paper Assessment		S	S							A	R		
3.19.04	Update Issue Tracker		S								A	R		
3.19.05	Update Total Bill		S, I	I							R, A			
3.19.06	Prepare Total Bill Briefing	S	I	I					S		R, A			
3.19.07	Prepare AF Position Decision Brief for SAF/FMB	I	A	S							R			
3.19.08	Defend AF Position	S	R	S							S			
3.19.09	Update Budget Issue Tracker		I	I							R, A			
3.19.10	Adjudicate Budget Issue Response		S, I	I			R				I			
3.19.11	Issue Draft PBD		I	I			R				I			
3.19.12	Perform Draft PBD Assessment	I	S, I	S							R, A			
3.19.13	Assign/Reassign Budget Team Lead		S	S					C		R, A			
3.19.14	Perform Draft PBD Assessment			S					S		A	R		
3.19.15	Update PBD Tracker			S							A	R		
3.19.16	Address MBIs	C	S	S			R, A							
3.19.17	Issue Final PBD	I	I	I			R	I			I			
3.19.18	Review PBD and Identify Offsets		R			S			S					
3.19.19	Select Additional Offsets for PB	S	R			S								
3.19.20	Select Additional Offsets for PB	S	S			R								
3.19.21	Incorporate PBD and Options into PB	S	S			R			S	S				
3.19.22	Balance PB		S			R								
3.19.23	Make PB Final Adjustment		A								R			
3.19.24	Perform Quality Check PB		A								R			
3.19.25	Lock PBD		A			I				I	R			

3.19.26	Upload Final Balanced Budget Submission into PRCP/SDCS/CIS		S	S	I		A				R		I	
3.19.27	Develop PB J-Book Data		R, A	S			C		S		I		S	
3.19.28	Develop PB Rollout Products		A	S					S		R			
3.19.29	Rollout PB Request	I	R	I			I	A	S	I	S			
3.19.30	Defend Budget	I	A	S			C	I	S	I	R			S

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23

viii. Execution Phase RASCI

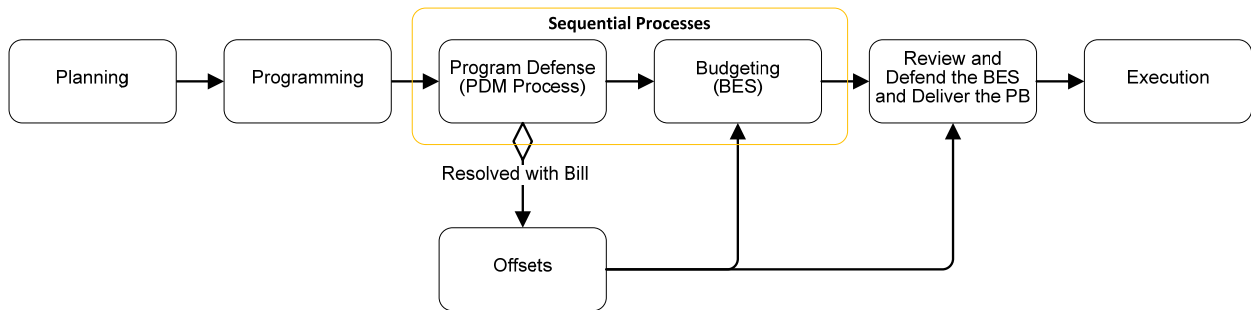
Activity ID	Activity Step	SAF/FMBO	SAF/FMBI	SAF/AQXE	Capabilities Directorates	PEO	AF/A8PE	SAF/AQX	SAF/AQ	SAF/FMB	AF/A8P	SAF/P & FC	SAF/FMC	AF Functionals	SAF/FMBP	AF/AIM
4.01	Develop Execution Plan	R, A	R, A													
4.02	Develop Initial Appropriation of Funds	R, A	R, A													I
4.03	Appropriate Funds		R, A	S	C	C										
4.04	Monitor of Execution of Funds	R, A		S	C	C										S
4.05	Conduct Spring / Fall Review (Inv) or Mid-Year Review (Ops)	R	R				A	A		S	S		C	C		
4.06	Reprogramming of Funds	R	R						S	A		I			C	I
4.07	Conduct Execution Closeout Activities	R	R							A						I

26 **VII. SPPBE Concurrent Program and Budget Review Process**

27 The detailed SPPBE processes outlined in this playbook show the standard sequential process.  
28 This section of the playbook covers the differences if the Program and Budget Review are run  
29 concurrently. As a reminder, at a high-level, the SPPBE sequential process pushes work products  
30 from one phase to another for the current cycle and incorporates work products from previous  
31 cycles as a baseline.

32 The sequential process stated in this playbook allows the Programming and Budgeting processes  
33 adequate time to analyze and mitigate Programmatic Issue Papers prior to BES submission. The  
34 Budget review then begins and leads to the PB submission. The sequential process utilizes the  
35 PDM to pass programmatic decisions to the services. The final BES position is reviewed by OSD  
36 Comptroller and instantiated by PBDs. The high-level sequential process is illustrated in **Figure**  
37 **VII\_1**.

38 **Figure VII\_1 – SPPBE High-Level Sequential PDM Process:**



39  
40

41 Alternatively, OSD may impact the SPPBE processes by reviewing the Program and the Budget  
42 concurrently. Budget and issue papers are released at the same time and worked by the AF.  
43 When this occurs, the AF’s SPPBE process reacts and alternates to a different process where  
44 Issue Papers are categorized and separated by content as Programmatic Issue Papers or Budget  
45 Issue Papers for analysis and mitigation respectively by Programming or Budgeting.

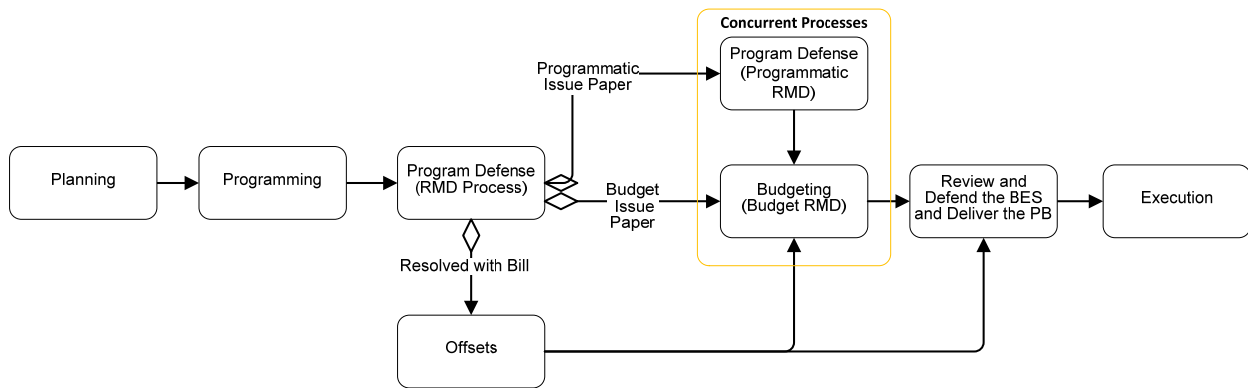
46 The Programming Issue Paper process initiates after receiving the Programmatic Issue Papers  
47 from OSD and a team lead is assigned by AF/A8P to manage mitigation and adjudication of the  
48 identified issue. An analysis is conducted and prepared by the Issue Team in the form of a brief  
49 to represent the AF position to the OSD Issue Team. A multitude of issues will be dealt with at  
50 the same time. The adjudication of the issue follows the same process as the sequential issue,  
51 OSD Issue Team, AF/A5/8, and finally the DMAG. Upon completion of the review of all the  
52 issues, OSD CAPE adjudicates the response and drafts the OSD recommendation in the form of  
53 the Programmatic RMD. The Programmatic RMD is reviewed by AF/A8P. AF/A8P coordinates  
54 with AF Leadership before final agreement on the Programmatic RMD by both the AF and OSD.

55 Concurrently with the Programmatic Issue Papers, the Budgeting Issue Paper process initiates  
56 after receiving the Budget Issue Papers from OSD and a team lead is assigned by SAF/FMB to

57 manage mitigation and adjudication of the identified issue. An analysis is conducted and the AF  
 58 position is prepared by the Budget Issue Team and transmitted to the OSD Comptroller. Upon  
 59 reviewing the AF response brief, OSD Comptroller adjudicates the response and drafts the OSD  
 60 recommendation in the form of the Budget RMD. The Budget RMD is received by SAF/FMB  
 61 for assessment and any major budget issues are resolved between the CSAF and SecAF and the  
 62 most senior leaders of OSD. The Budget RMD is then finalized by OSD Comptroller.

63 Upon signing both the Programmatic RMD and Budget RMD, the Budgeting process reviews  
 64 and incorporates all the guidance in both RMDs into the baseline for the PB Submission. The  
 65 high-level concurrent process is illustrated in *Figure VII\_2*.

66 **Figure VII\_2 – SPPBE High-Level Concurrent RMD Process:**



67  
 68 Please reference *Appendix Section VIII and IX* of this playbook for detailed process maps of the  
 69 modified processes for the applicable concurrent RMD process maps. These maps are intended  
 70 to be used in place and in conjunction with SPPBE sequential process maps in *Appendix Section*  
 71 *V* of this playbook.

72 The following list of Programming Concurrent Maps are detailed in *Appendix Section VIII*:

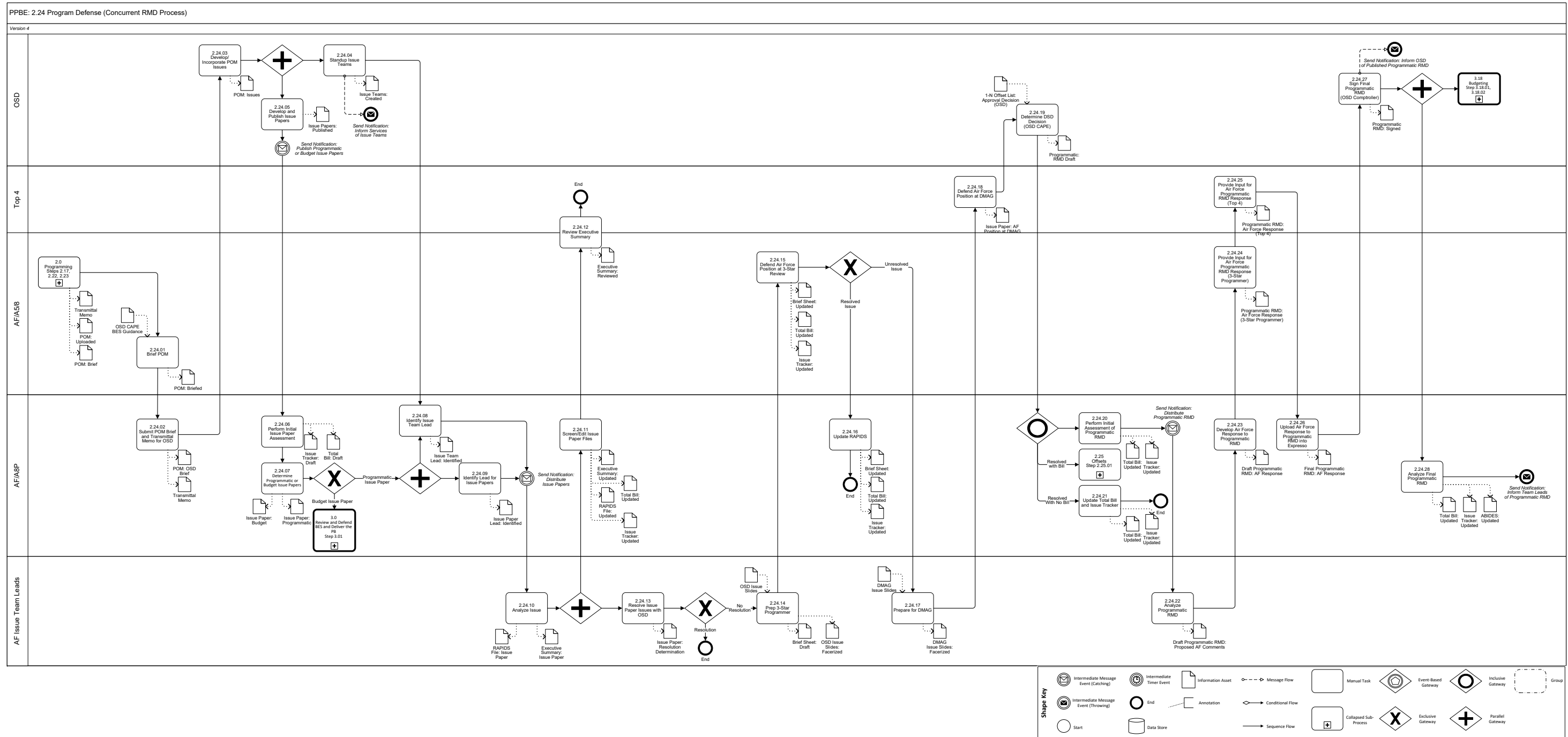
- 73     ▪ 2.24 – Program Defense (Concurrent RMD Process)
- 74     ▪ 2.25 – Offsets (Concurrent RMD Process)

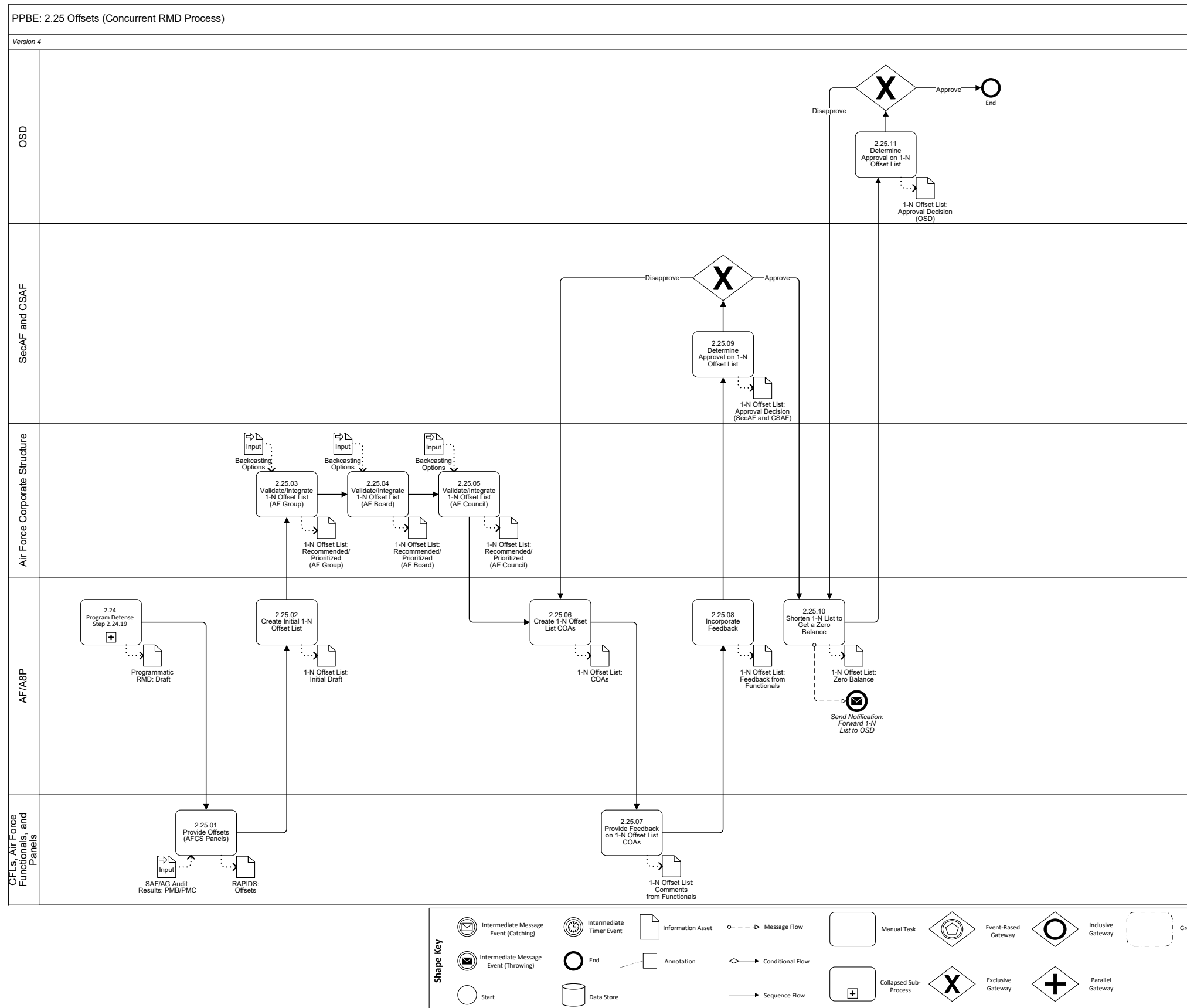
75 The following list of Budgeting Concurrent Maps are detailed in *Appendix Section IX*:

- 76     ▪ 3.00 – Review and Defend the BES (Concurrent RMD Process)
- 77     ▪ 3.18 – Balancing BES (Concurrent RMD Process)
- 78     ▪ 3.18.07 – Develop New/Adjust Offsets (Concurrent RMD Process)

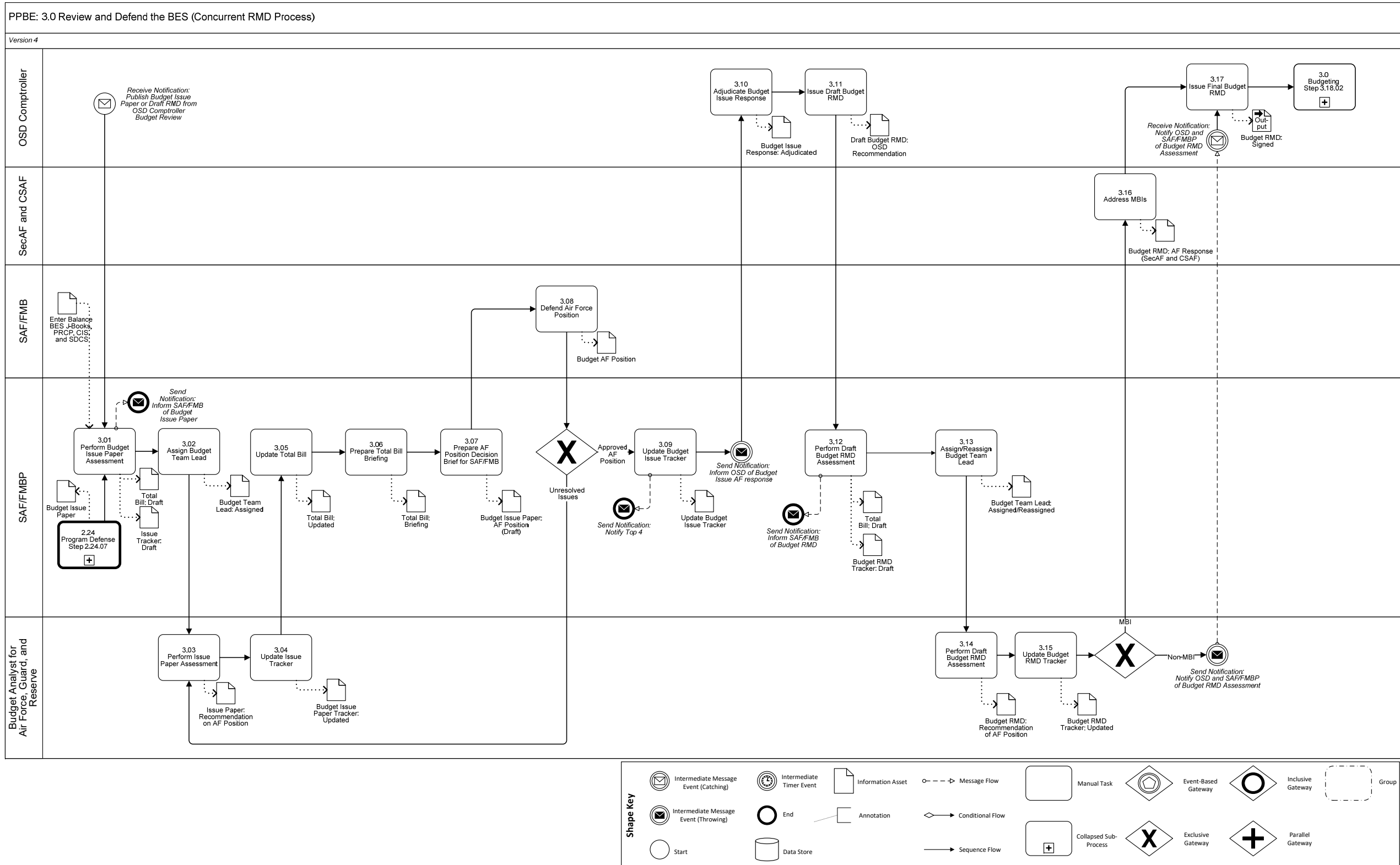
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# VIII. Programming Concurrent RMD Detail Process Maps

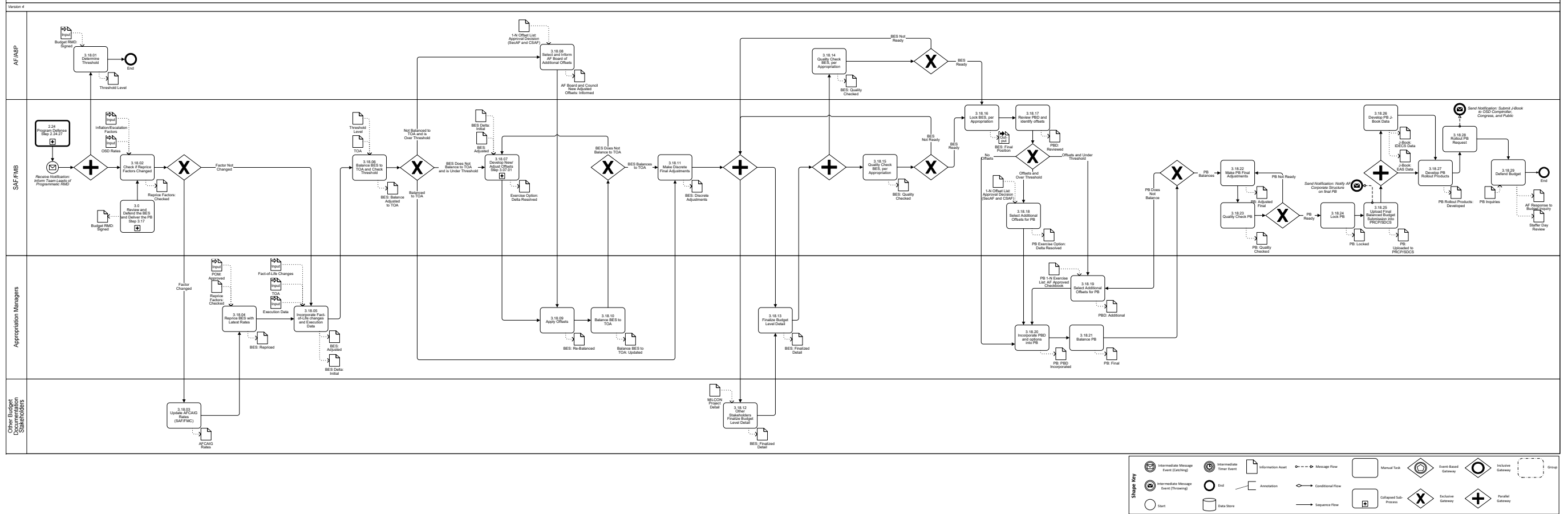








PPBE: 3.18 Balancing BES (Concurrent RMD Process)



87  
88

PPBE: 3.18.07 Develop New/Adjust Offsets (Not balanced to TOA and Under Threshold)

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