

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**



AIR FORCE POLICY DIRECTIVE 90-6

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Special Management

***AIR FORCE STRATEGY, PLANNING,
PROGRAMMING, BUDGETING, AND
EXECUTION (SPPBE) PROCESS***

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Air Force Policy Directive implements the Secretary of the Air Force memorandum, *Delegations of Authority for the Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*, Headquarters Air Force Mission Directive 1-19, *Deputy Under Secretary, Management*, and supports Air Force implementation of Department of Defense Directive 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, 25 January 2013. It applies to all Total Force stakeholders (i.e. Regular Air Force, Air Force Reserve, Air National Guard, civilian, and contractor personnel) of the Air Force Strategy, Planning, Programming, Budgeting, and Execution process. This publication may be supplemented by Major Commands, but all supplements must be routed to the office of primary responsibility of this publication for coordination prior to certification and approval.

Refer recommended changes and questions about this publication to the office of primary responsibility using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through appropriate functional chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include updating Headquarters Air Force key stakeholder organizations in roles and responsibilities due to recent reorganization changes and reduction of acronyms, jargon, and administrative changes in alignment with the Air Force effort to reduce publications.

1. Overview. This publication outlines the Air Force's Strategy, Planning, Programming, Budgeting, and Execution overarching construct and assigns responsibilities to Air Force stakeholders in accordance with the Secretary of the Air Force memorandum, *Delegations of Authority for the Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*, and Headquarters Air Force Mission Directive 1-19, *Deputy Under Secretary of the Air Force, Management*.

2. Policy.

2.1. The Strategy, Planning, Programming, Budgeting, and Execution process guides the Air Force alignment of resources to requirements while responding to policy and fiscal constraints from the Department of Defense. The Air Force supports the Department of Defense in facilitating resources and prioritizing capabilities to align equipment, manpower, and support that enables the Department of Defense to make fiscally sound decisions in support of the National Security Strategy and National Defense Strategy. Department of Defense Directive 7045.14 establishes and outlines the Department of Defense's prescribed Planning, Programming, Budgeting, and Execution process to develop, validate, approve, and implement fiscally sound decisions.

2.2. The Air Force Strategy, Planning, Programming, Budgeting, and Execution process consists of five distinct, but overlapping, phases: Strategy, Planning, Programming, Budgeting, and Execution.

2.2.1. Strategy provides guiding principles to influence and inform decisions related to organizational structures, planning, programming, acquisition, and requirements. Strategy identifies major vector changes necessary to direct how the Air Force organizes, trains and equips, and provides the future force. Strategy is linked to planning through the Air Force Design Blueprint and Capability Development Guidance.

2.2.2. Planning translates and constrains design into an integrated, balanced, and prioritized plan to guide the programming and budgeting phases toward a winning future force and effectively shape strategic communications.

2.2.3. Programming allocates Future Year(s) Defense Program resources guided by the Air Force planning choices, Congress, the Office of the Secretary of Defense, fiscal guidance, and fact-of-life changes; and reinforces the Air Force strategic message.

2.2.4. Budgeting updates Program Objective Memorandum pricing, applies fact-of-life changes and economic assumptions, incorporates changes directed by the Office of Management and Budget and the Office of the Secretary of Defense, codifies justification, and defends the budget to Congress consistent with the Air Force strategic message.

2.2.5. Execution expends the resources as appropriated by law, consistent with Air Force strategy.

2.3. In implementing the policies established in this directive and to promote a cohesive Strategy, Planning, Programming, Budgeting, and Execution process, it is essential that Air Force Strategy, Planning, Programming, Budgeting, and Execution policy and procedures be codified and centrally managed.

3. Roles and Responsibilities.

3.1. Deputy Under Secretary of the Air Force for Management and Deputy Chief Management Officer (SAF/MG), shall:

3.1.1. Be responsible for overseeing the development, evaluation, maintenance, and process improvement of Strategy, Planning, Programming, Budgeting, and Execution procedural policy.

3.1.2. Publish one or more instruction to implement the policies set forth herein, which will formally document the Air Force's Strategy, Planning, Programming, Budgeting, and Execution processes.

3.1.2.1. Align Strategy, Planning, Programming, Budgeting, and Execution-relevant Air Force instructions, delegations, statutes, and policies, rescinding and replacing previously published guidance, as necessary.

3.1.2.2. Provide opportunity for strategic participation by Headquarters Air Force horizontal integrators, Major Commands, and Lead Command/Lead Agents, per Air Force Policy Directive 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*.

3.1.2.3. Ensure Secretariat involvement at each phase of the Strategy, Planning, Programming, Budgeting, and Execution process.

3.1.3. Initiate any Strategy, Planning, Programming, Budgeting, and Execution process improvement activities, actively seeking opportunities to maximize efficiencies, reduce duplication of effort, and optimize timeliness.

3.1.4. Solicit, review, and provide impact assessment of process change requests submitted by key stakeholders prior to implementing changes to the organization, roles, responsibilities, work product, and processes. Coordinate requests with and gain approval of the Strategy, Planning, Programming, Budgeting, and Execution process key stakeholders (e.g., SAF/FM, AF/A5, AF/A8) to ensure unity of effort and prevent unintentional procedural redundancies or oversights. Utilize a 2-letter integrated process team to facilitate pre-Air Force Council meetings/decisions related to Headquarters Air Force/Major Command business rules applicable to Strategy, Planning, Programming, Budgeting, and Execution.

3.1.5. Document the Strategy, Planning, Programming, Budgeting, and Execution phases to establish a consistent and standardized Strategy, Planning, Programming, Budgeting, and Execution process with clearly defined requirements, definitions, work products, and roles and responsibilities.

3.2. Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5), shall be responsible and accountable to the Secretary of the Air Force for spearheading and managing the efficient, timely, and responsive corporate conduct of the strategy phase.

3.3. Deputy Chief of Staff, Plans and Programs (AF/A8), shall be responsible and accountable to the Secretary of the Air Force for spearheading and managing the efficient, timely, and responsive corporate conduct of the planning and programming phases.

3.4. Assistant Secretary of the Air Force, Financial Management and Comptroller (SAF/FM), shall:

3.4.1. Be responsible and accountable to the Secretary of the Air Force for spearheading and managing the efficient, timely, and responsive corporate conduct of the budgeting and execution phases.

3.4.2. Provide, on behalf of the Secretary of the Air Force, appropriate fiscal oversight of the Air Force programming function, consistent with SAF/MG implementing procedural guidance.

MATTHEW P. DONOVAN
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, 8 March 2007

DoDD 7045.14, *The Planning, Programming, Budgeting, and Execution (PPBE) Process*, January 25, 2013

Headquarters Air Force Mission Directive 1-19, *Deputy Under Secretary of the Air Force, Management*, 28 April 2017

Secretary of the Air Force memorandum, *Delegations of Authority for the Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process*, December 20, 2016

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFMAN—Air Force Manual

AFPD—Air Force Policy Document

DoDD—Department of Defense Directive

PPBE—Planning, Programming, Budgeting, and Execution

SPPBE—Strategy, Planning, Programming, Budgeting, and Execution

Terms

Horizontal Integrators—Assistant Secretaries and Deputy Chiefs of Staff of the Headquarters United States Air Force; sometimes referred to as 2-letters.