

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

AIR FORCE POLICY DIRECTIVE 16-5

27 SEPTEMBER 2010



Operations Support

**PLANNING, PROGRAMMING,
BUDGETING AND EXECUTION PROCESS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Lt Gen Christopher Miller)

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This Directive implements DoD Instruction 7045.7, *Implementation of the Planning, Programming and Budgeting System, (PPBS)* May 23, 1984, incorporating Change 1, April 9, 1987. Use in conjunction with Management Initiative Decision (MID) 913, *Implementation of a 2-Year Planning, Programming, Budgeting, and Execution Process*, May 22, 2003; MID 910, *Budgeting and Performance Integration Initiative*, December 24, 2002; and Deputy Secretary of Defense Memo, *Procedures and Schedule for Fiscal Year (FY) 2012-2016 Integrated Program/Budget Review*, April 9, 2010.

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records* and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>.

This Directive applies to all personnel involved with Air Force resources including the Air Force Reserves and Air National Guard.

SUMMARY OF CHANGES

Changes to AFPD 16-5 include the name change from PPBS to PPBE and the inclusion of the Execution phase (4.4.) to the PPBE process. In addition, Attachment 1, Measuring Compliance with Policy and the subsequent five sample metrics have been deleted.

1. This Directive will assist in the timely publication of the Air Force Program Objective Memorandum (POM) and the President's Budget (PB), and applies to all personnel involved in the acquisition or use of Air Force resources. The process by which DoD conducts strategic planning, program development, resource determination and execution analysis is known as the Planning, Programming, Budgeting, and Execution (PPBE) process. Use this Directive in conjunction with Department of Defense (DoD) Instruction 5000.02, *Operation of the Defense Acquisition System*, December 8, 2008, AFPD 10-9, *Lead Command Designation and Responsibilities for Weapons Systems*, 8 March 2007, and AFPD 90-11, *Strategic Planning Systems*, 26 March 2009.

2. Responsible resource allocation serves as the foundation for all successful Air Force (AF) activities. The AF allocation process must be compatible with the Department of Defense (DoD) methodology and processes, orderly, and designed to achieve the highest capability with available assets. The Air Force must accurately determine requirements, successfully integrate all activities competing for limited fiscal resources, and support DoD strategy to achieve the greatest Air Force and overall military capability.

3. The PPBE process is a cyclic process containing four distinct, but inter-related phases:

3.1. Planning identifies capability requirements through planning and programming guidance.

3.2. Programming creates the AF portion of DoD's Future Years Defense Program (FYDP).

3.3. Budgeting formulates and controls resource allocation and use.

3.4. Execution evaluates spending to determine the extent desired capabilities are achieved.

4. The Office of the Secretary of the Air Force and Headquarters Air Force are responsible for the administration and implementation of the Air Force PPBE process. Related and specific responsibilities and instructions are included in AFI 16-501.

5. Adopted Forms:

AF Form 847, *Recommendation for Change of Publication*.

MICHAEL B. DONLEY
Secretary of the Air Force

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

DoDI 5000.02, *Operation of the Defense Acquisition System*, December 8, 2008

DoDI 7045.7, *Implementation of the Planning, Programming and Budgeting System*, May 23, 1984, with Change 1, April 9, 1987

Management Initiative Decision (MID) 910, *Budget and Performance Integration Initiative*, December 24, 2002

MID 913, *Implementation of a 2-Year Planning, Programming, Budgeting and Execution Process*, May 22, 2003

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

AFPD 90-11, *Strategic Planning Systems*, March 26, 2009

AFI 16-501, *Control and Documentation of Air Force Programs*, August 15, 2006

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

Deputy Secretary of Defense Memo, *Procedures and Schedule for Fiscal Year (FY) 2012-2016 Integrated Program/Budget Review*, April 9, 2010