

**BY ORDER OF THE
DIRECTOR, AIR NATIONAL GUARD**

**AIR NATIONAL GUARD INSTRUCTION
16-501**



19 NOVEMBER 2014

Operations Support

**AIR NATIONAL GUARD (ANG)
CORPORATE PROCESS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ NGB/A8Y

Certified by: NGB/A8 (Col Kirk S, Pierce)

Pages: 28

Supersedes: ANGI16-501, 15 August 1997

This Instruction implements 10 USC 10501.b, *National Guard Bureau Purposes*, 10 USC 10503.6, *Functions of National Guard Bureau – Planning and Administering the Budget for the Army and Air National Guard*, DoDD 5105.77, *National Guard Bureau*, AFD 16-5, *Planning, Programming, and Budgeting System (PPBS)*, 27 September 2010, and DoDI 7045.7, *Implementation of the Planning, Programming and Budgeting System*, 23 May 1984, with Change 1, 9 April 1987. It applies to all ANG organizations. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records* and disposed of in accordance with the *Air Force Records Disposition Schedule (RDS)* located at <https://afrims.amc.af.mil>.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include: updating outdated material, supporting documents, acronyms and office nomenclature, expanding the depth and breadth of the entire topic and bringing up-to-date the format of the document.

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Chapter 1

AIR NATIONAL GUARD CORPORATE PROCESS

1.1. The ANG Corporate Process (ANG CP). The ANG Corporate Process (ANG CP) is the process for identifying, developing and prioritizing funding options to provide well-coordinated resource allocation recommendations to the Director, Air National Guard (DANG), during execution years, budget years and across the Future Years Defense Plan (FYDP). The purpose of the ANG CP for Programming is to validate and prioritize requirements for funding within fiscal constraints across the FYDP. The purpose of the ANG CP for Budget Execution is to facilitate decision making regarding current fiscal year budget matters.

1.2. The ANG CP supports the National Guard Bureau's (NGB). The ANG CP supports the National Guard Bureau's (NGB) legal purpose of serving as a channel of communication between the Department of the Air Force and the states (10 USC 10501.b) for planning and administering the budget of the Air National Guard (ANG) (10 USC 10503.6 and DoDD 5105.77 (NGB)).

1.3. The ANG CP uses the Planning, Programming, Budgeting, and Execution (PPBE). The ANG CP uses the Planning, Programming, Budgeting, and Execution (PPBE) process to plan and administer the budget of the ANG. PPBE is an Office of the Secretary of Defense (OSD) process, established by Department of Defense (DoD) Directive 7045.14 and Management Initiative Decision (MID) 913, and implemented by AF Policy Directive (AFPD) 16-5, AFI 16-501 and AFI 65-601. The PPBE process is designed to produce a DoD budget for the President of the United States (POTUS) for submission to Congress.

1.4. The ANG CP is a dual-track process. The ANG CP is a dual-track process with one track addressing planning and programming issues within the FYDP and a second track addressing current fiscal year budget and execution issues. NGB/A8 is responsible for leading programmatic issues while NGB/FM is the lead for budget execution year issues. NGB/A8 is responsible for managing the overall ANG CP regardless of which directorate leads the discussion.

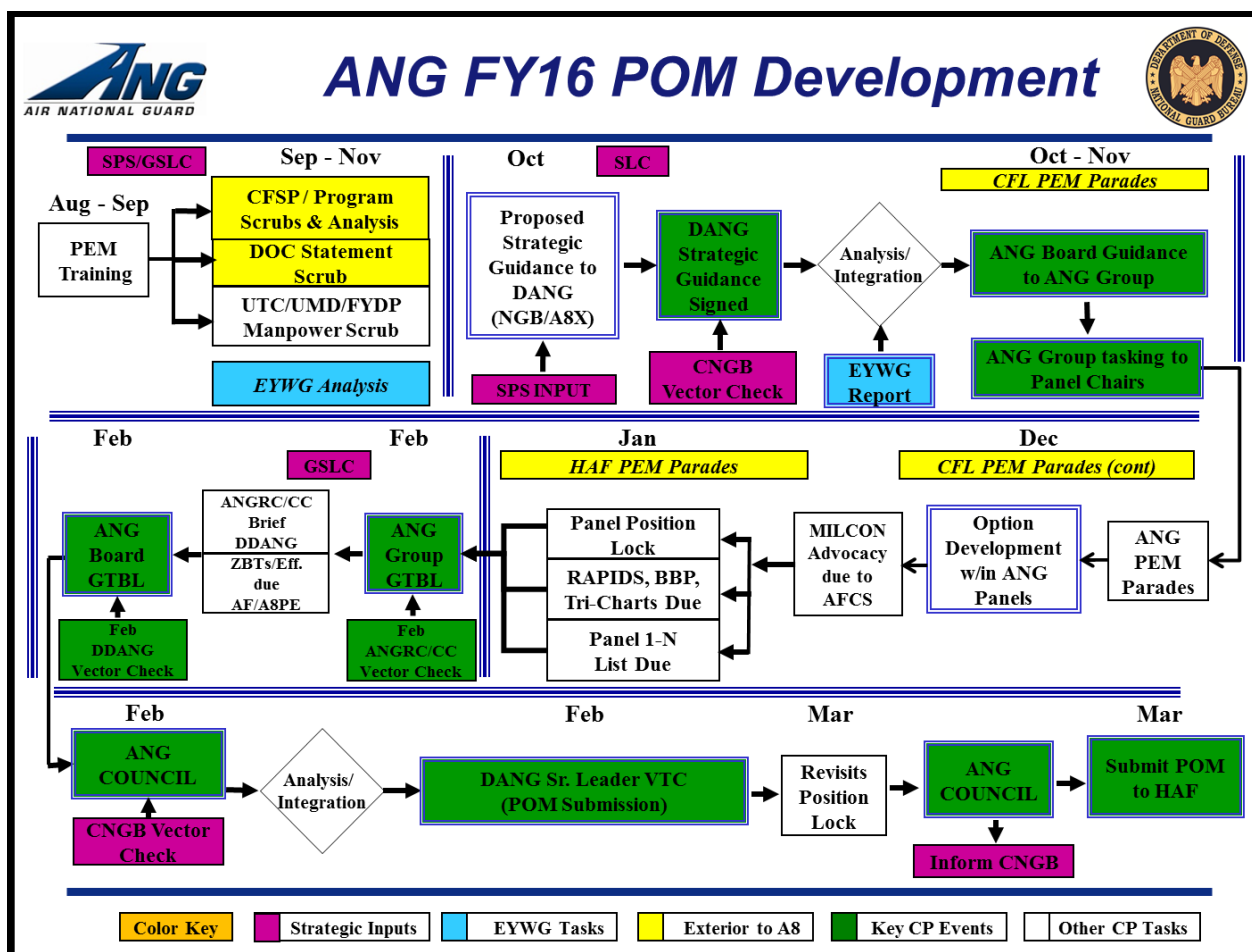
1.5. NGB/A8Y is responsible for leading the program integration process. Integration is achieved by ensuring the ANG POM (Program Objective Memorandum) is coordinated with ANG and NGB Senior Leaders and submitted to Headquarters Air Force (HAF) A8 staff within all deadlines. NGB/A8Y develops ANG CP timelines to meet HAF deadlines, integrates all ANG Panel products into a single ANG programmatic position, facilitates ANG CP for programmatic meetings and ensures Senior Leader vector checks are accomplished. Additionally, NGB/A8Y is the focal point for interaction with the HAF/A8PE "Engine Room." All of these actions ensure the ANG submits a fully coordinated POM that complies with Strategic Guidance and facilitates the ANG's ability to shift funding from lower priority missions to higher priority missions.

Chapter 2

AIR NATIONAL GUARD CORPORATE PROCESS—PROGRAMMING

2.1. The ANG CP for Programming. The ANG CP for Programming is a sequential process for managing and vetting proposed changes to ANG programs via three decisional bodies: the ANG Intermediate Level Review (ILR), the ANG Board and the ANG Council. The ANG CP is designed to deliberate proposed programmatic changes and arrive at a final ANG POM for submission to HAF. The ANG CP for Programming follows a sequential timeline (often called a “Snakechart”), which is developed annually by NGB/A8Y.

Figure 2.1. The ANG CP – Programmatic Timeline (example).



2.2. ANG CP Programmatic Timeline (Snakechart). Figure 2.1 is an example of the ANG CP Programmatic Timeline (Snakechart). The timeline is driven by date of POM submission by Major Commands (MAJCOM) as directed by HAF. The ANG is considered a MAJCOM for programmatic purposes. The ANG CP Timeline is divided into the following five phases separated by the vertical lines on the timeline:

Table 2.1. The ANG CP Timeline Five Phases.

I	Training and Program Analysis
II	Strategic Guidance
III	Option Development
IV	Deliberation and POM Development
V	Senior Leader POM Review and Submission

2.2.1. The ANG CP Timeline illustrates several opportunities for field-driven strategic inputs to ANG strategic direction. The Strategic Planning System (SPS), Guard Senior Leadership Conference (GSLC) and Senior Leadership Conference (SLC) are forums for ANG unit leaders to provide inputs to ANG POM development.

2.2.2. Two tasks shown on the ANG timeline are external to NGB/A8.

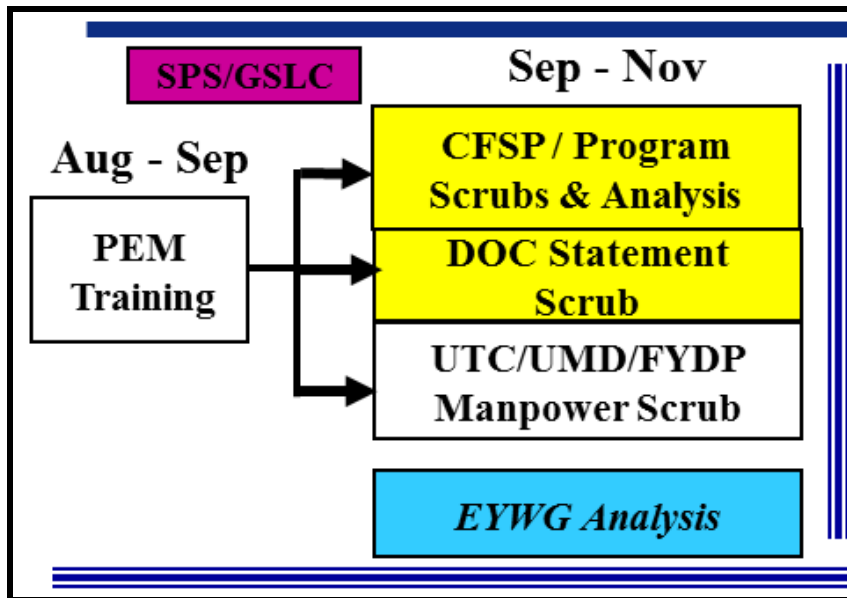
2.2.2.1. Core Function Leads (CFL) will coordinate changes to Core Function Support Plans (CFSP) with respective stakeholders, including the ANG. NGB/A8X coordinates the CFSP Scrub and informs the ANG CP of any change affecting ANG equities. In addition, CFL and HAF require a thorough briefing on ANG Programs from the Program Element Monitors (PEMs), termed “PEM Parades.”

2.2.2.2. Designed Operational Capability (DOC) statements are authored and periodically updated by parent MAJCOMs to define manning and resource requirements. NGB/A2, NGB/A3, NGB/A4, NGB/A6, NGB/A7 and NGB/SG are required to execute a DOC Statement Scrub to inform the ANG CP of any requirements change.

2.2.2.3. NGB/A1M performs an annual “manpower scrub” to analyze present and future UTC and UMD status to inform the current POM build.

2.3. The Training and Program Analysis Phase. The Training and Program Analysis Phase (see [Figure 2.2](#)) provides PEMs programmatic training from both AF/A8P and NGB/A8YI. The training prepares PEMs for program analysis and provides instruction on various IT programs critical for POM development.

Figure 2.2. The ANG CP – Training and Program Analysis Phase.



2.3.1. There are several levels of required training that must be accomplished at specific times in the program cycle.

2.3.1.1. Air Force PEM training consists of three courses: PPBE, Automated Budget Interactive Data Environment System (ABIDES) and Resource Allocation Programming Information Decision System (RAPIDS). PPBE training is critical to understand the entire FYDP development process. ABIDES and RAPIDS training enables PEMs to become proficient on the two software programs most often used during the ANG POM build. PPBE, ABIDES and RAPIDS training should be scheduled as soon as a new PEM is assigned. Registration for the training is available on the Air Force Portal, AF/A8P homepage. NGB/A8YI is the POC for Air Force PEM training.

2.3.1.2. NGB/A8YI leads PEM training for all ANG PEMs. The training focuses on the PEM's role in the ANG POM build. Additional training is provided on developing common ABIDES reports and using RAPIDS products for option development. ANG training is accomplished annually during the August/September timeframe.

2.3.2. Program analysis is executed by PEMs with inputs from NGB/A1, NGB/A2, NGB/A3, NGB/A4, NGB/A6, NGB/A7, NGB/SG, NGB/A8X and the Execution Year Working Group (EYWG).

2.3.2.1. PEMs are the Subject Matter Experts (SME) on their respective programs. The most critical knowledge includes the requirements and funding levels of assigned program's manpower, Operations and Maintenance (O&M), aircraft, flying hour and infrastructure requirements. PEMs are responsible for identifying and providing recommendations for correcting any errors or deficiencies impacting the execution of programs. Other required knowledge includes National Guard and Reserve Equipment Appropriations (NGREA) and Overseas Contingency Operations (OCO) funds impacting assigned programs.

2.3.2.2. NGB/A1 assists PEMs by providing Unit Manning Document (UMD) information for detailed manpower analysis by the PEMs.

2.3.2.3. NGB/A2, NGB/A3, NGB/A4, NGB/A6, NGB/A7 and NGB/SG provide PEMs with UTC (Unit Type Code) and DOC assistance.

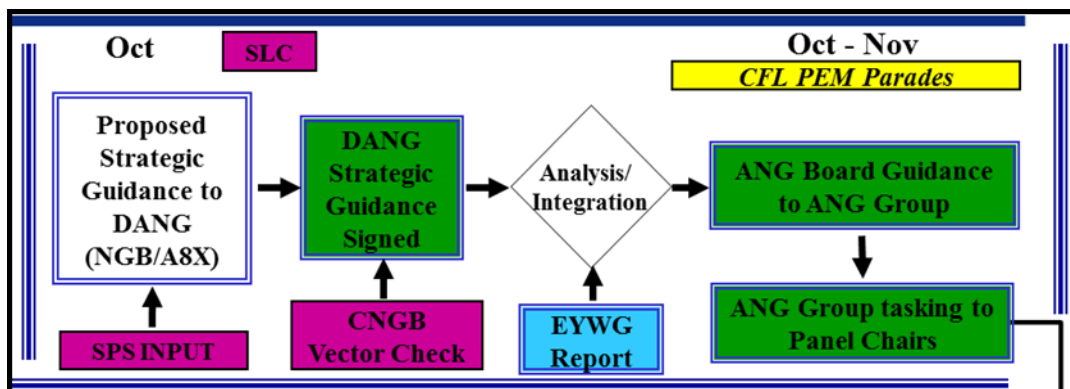
2.3.2.4. NGB/A8X is responsible for coordinating CFSPs with the CFLs. During coordination, NGB/A8X will inform PEMs of CFSP highlights impacting their respective programs.

2.3.2.5. The EYWG consists of representatives from NGB/A8 and NGB/FM. The EYWG informs PEMs of any O&M rebalancing efforts that may affect assigned programs. These efforts are designed to adjust O&M programming levels to more closely match the actual execution of the program.

2.3.3. At the end of the Training and Program Analysis phase, ANG PEMS should be knowledgeable of the PPBE process, capable of using ABIDES and RAPIDS and intimately familiar with their programs. Additionally, DOC statements should be current, requirements for each program known, and potential programming changes identified.

2.4. The Strategic Guidance Phase. The Strategic Guidance Phase informs the priorities for each POM. The ANG CP considers options based on National Security Strategy (NSS), National Defense Strategy (NDS), National Military Strategy (NMS), Quadrennial Defense Review (QDR), Defense Strategic Guidance (DSG), Defense Planning and Programming Guidance (DPPG), Air Force Programming Guidance and the Director, Air National Guard Planning and Programming Guidance. In addition, the ANG considers inputs from CNGB Programming Priorities and SPS inputs to the DPPG. Most important to the ANG CP are the Chief, National Guard Bureau (CNGB) inputs and DPPG. The purple boxes in [Figure 2.3](#) represent strategic guidance to the ANG CP for Programming. The SLC and GSLC affords an avenue for the field to provide input the POM build, while vector checks provide CNGB opportunities to adjust ANG POM priorities in order to meet CNGB's intent.

Figure 2.3. The ANG CP – Strategic Guidance Phase.



2.4.1. The CNGB provides specific inputs to the ANG CP for deliberation. These inputs are in the form of CNGB Programming Priorities.

2.4.2. The DPPG shapes priorities for the ANG POM build and is informed by CNGB's and DANG's Strategic Priorities. NGB/A8X is responsible for drafting the DPPG for DANG approval.

2.4.3. The purpose of the ANG SPS is to incorporate strategic inputs into ANG POM development. The ANG SPS includes inputs external and internal to the ANG.

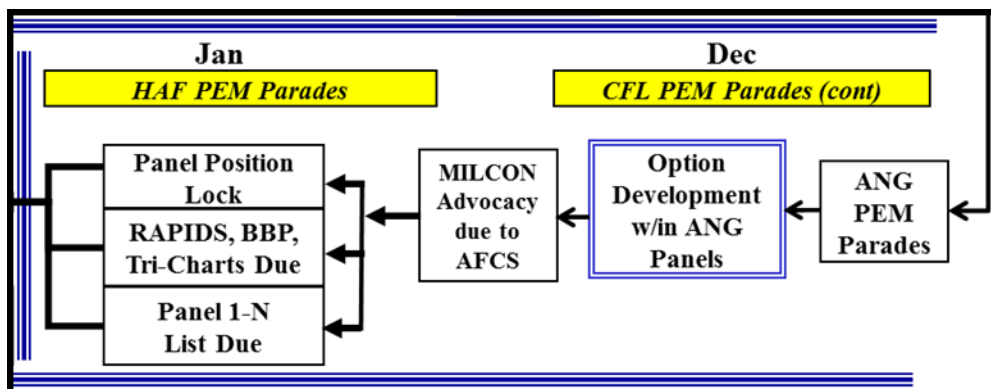
2.4.3.1. The NSS, NDS, QDR and DSG are external strategic inputs at the DoD level or above, which impact AF and ANG strategic decisions. It is important that PEMs understand these documents in order to inform and justify option development.

2.4.3.2. NGB/A8X works with the ANG SPS to develop tools that aid in the information sharing and communication process between the states and the Air National Guard Readiness Center (ANGRC). These tools enable states to plan for and communicate inputs on desired mission types and present initiatives for consideration into the POM process. The Common Operating Picture and Requirements (CoPR) database provides a strategic toolbox and geographic information system of ANG capabilities. The Future Missions Database (FMD) is a transparent database for state planners to use as a tool to examine potential future missions by state and by unit capabilities. Finally, the ANG Initiatives website is the execution phase of TAG approved initiatives and is managed by NGB/A8F. ANG key leaders, strategic planners, programmers, PEMs, FAMs, and Career Field Managers (CFM) should be aware of all these tools and potential initiatives affecting their programs.

2.4.4. The Strategic Guidance phase will ensure all ANG PEMS, Panel Chairs, EYWG and NGB/A8 Leadership are knowledgeable of applicable strategic guidance. Following this phase, all involved should understand how internal and external strategic guidance will impact potential adjustments to ANG programs.

2.5. The Option Development Phase. The Option Development Phase is the opportunity for ANG Panels and PEMs to recommend adjustments to assigned programs (See [Figure 2.4](#)). Program changes are typically developed at the panel level, however, the DANG, ANG Directors and National Guard staff may recommend programmatic changes. ANG PEMs rely on the assistance of Integrated Process Teams (IPT) to develop potential options.

Figure 2.4. The ANG CP – Option Development Phase.



2.5.1. Program Element Monitors (PEMs) form the foundation of the ANG CP for Programming. PEMs perform ground-level research into issues preventing optimal program

execution and formulate solutions through IPTs. The solutions take the form of program change options, which are validated by Panel Chairs and presented to the ANG CP for consideration.

2.5.2. The Integrated Process Team (IPT) is a cross-functional body of SMEs designed to address specific missions or tasks. At a minimum, IPTs should meet on a bi-monthly basis. While IPTs are typically chaired by the PEM, it is not a requirement. Each Program Element (PE) should have an associated IPT and membership in the IPT should consist of all functionals associated with a program. An IPT is formed when specific requirements exist to either solve a specific problem, issue or deficiency, or to address the ongoing well-being of a program. For example, all major weapons systems in the ANG, such as the F-16 and C-130, will have a permanent IPT that meets regularly to discuss and propose solutions to issues related to the weapons system. Other IPTs will be short-lived in nature and may disband once the issue being addressed is resolved.

2.5.3. ANG Panels are groupings of mission and mission support programs organized to correspond to the Air Force Panel structure. Each ANG program is part of an ANG Panel. ANG Panels inform the ANG CP by identifying, developing, and prioritizing disconnects (insufficient resources in an existing program), initiatives (new program or new mission stand-up within and existing program), and offsets (reducing resources from existing programs) within their area of expertise. The area of expertise includes both the assigned programs and assigned “cross-cutting” commodities or issues.

2.5.3.1. ANG Panels

2.5.3.1.1. MISSION PANELS – CHAIRS

2.5.3.1.1.1. Nuclear Deterrence Operations -
NGB/A8PC

2.5.3.1.1.2. Air Superiority - NGB/A8PC

2.5.3.1.1.3. Global Precision Attack -
NGB/A8PC

2.5.3.1.1.4. Command and Control / Global Integrated Intelligence, Surveillance
and Reconnaissance (ISR) - NGB/A8PI

2.5.3.1.1.5. Rapid Global Mobility – NGB/A8PM

2.5.3.1.1.6. Personnel Recovery - NGB/A8PM

2.5.3.1.1.7. Special Operations - NGB/A8PM

2.5.3.1.1.8. Building Partnerships -NGB/A8PM

2.5.3.1.1.9. Space Superiority and Cyber Superiority -
NGB/A8PS

2.5.3.1.2. MISSION SUPPORT PANELS - CHAIRS

2.5.3.1.2.1. Agile Combat Support - Personnel & Training -
NGB/A1 (or SG/A1/CF)

2.5.3.1.2.2. Agile Combat Support – Installations - NGB/A7

2.5.3.1.2.3. Agile Combat Support – Logistics -

NGB/A4

2.5.3.2. ANG Panel Chairs are assigned to lead their respective Panel and are responsible for managing Panel assigned Programs. Panel Chairs have three major responsibilities:

2.5.3.2.1. Preview options presentations to ensure they are validated requirements and ready for consideration by the ANG ILR. Prior to consideration, options should be fully and accurately priced, and will include a capabilities and risk assessment adequately supported by facts. Options briefings will include multiple Courses of Action (COAs) for the ANG ILR to deliberate.

2.5.3.2.2. Integrate all Panel options into a single prioritized list from which the ANG ILR may begin its deliberation.

2.5.3.2.3. Act as the primary advocate for options presented by his or her panel during ANG POM deliberations and represent ANG interests to the associated HAF Panel.

2.5.3.3. ANG Panel meetings are chaired by NGB/A8Y and are used to coordinate panel chair efforts. Panel meetings provide a forum for Panel Chairs to coordinate on cross cutting options and other issues.

2.5.4. Prior to option development, ANG PEMS are required to brief the ANG ILR on the programmatic details of assigned programs; these briefings are known as PEM Parades. PEM Parades serve two purposes. First, PEM Parades assist PEMs and the ANG ILR in gaining a thorough understanding of the programmatic details of ANG programs. Second, PEM Parades provide A8Y the opportunity to de-conflict with other program elements and become an advocate for the advancement of the program. PEM Parades should highlight current and future programmatic funding issues for consideration in option development.

2.5.5. PEMs, with the assistance of IPTs, will develop programming change options. RAPIDS slides provide the programmatic details required for option deliberation. Each option will have associated RAPIDS slides, facer, tri-chart and Bullet Background Paper (BBP).

2.5.6. PEMS are responsible for developing MILCON advocacy slides to support required MILCON projects associated with their programs. These slides will be used when MILCON options are prioritized in the Air Force Corporate Process (AFCP).

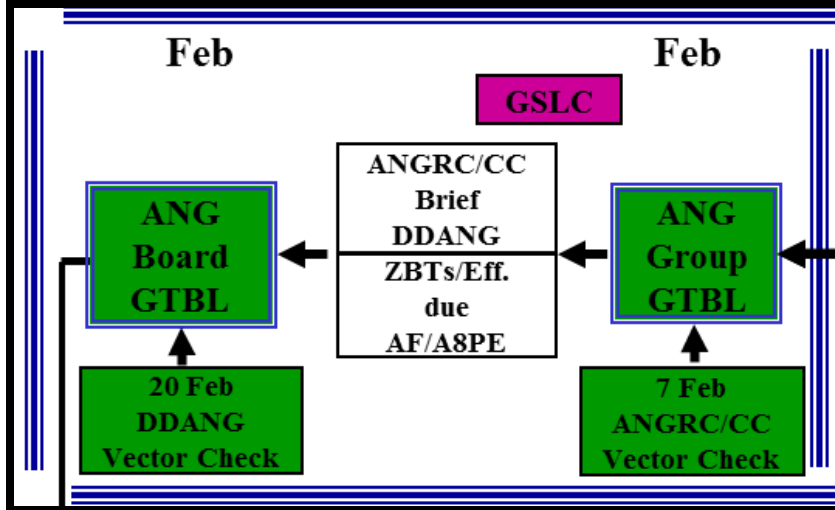
2.5.7. While the Panel Chairs and PEMS are developing options, the EYWG will propose options to bring O&M programming more in line with O&M execution. These options must zero balance (O&M initiatives must equal O&M offsets). EYWG options are due at the same time as panel options.

2.5.8. NGB/A1MP will validate all manpower end-strength adjustments and NGB/FMAF will validate all manpower dollar adjustments for options presented during ANG CP deliberations.

2.5.9. At the end of the option development phase, all Panels Chairs and EYWG will forward RAPIDS options to NGB/A8YI for compilation. Once all options are received, the master RAPIDS database, administered by NGB/A8YI will be “locked.”

2.6. The Deliberation and POM Development Phase. The Deliberation and POM Development Phase is the process by which competing options are prioritized by the ANG ILR and ANG Board to form a balanced ANG POM position (see [Figure 2.5](#)).

Figure 2.5. The ANG CP – Deliberation and POM Development Phase.



2.6.1. The ANG ILR serves as the first level of cross-functional review in the ANG CP. The ANG ILR consists of deputy/associate directorate level GS-14/15s, O-5s or O-6s. The ANG ILR reviews resource allocation recommendations presented by panels and then “racks and stacks” options to formulate a “1-N” list. The ANG ILR forwards the 1-N list and recommendations to the ANG Board.

2.6.1.1. The ANG ILR is chaired by the NGB/A8 Deputy Director and facilitated by the Program Integration Division Chief, NGB/A8Y. In the absence of the NGB/A8 Deputy Director, the NGB/A8 Associate Director or NGB/A8Y will chair the ANG ILR. The ANGR/CC serves as an advisor to the ANG ILR, providing a senior leader perspective.

2.6.1.2. ANG ILR membership includes one individual from each of the following organizations:

2.6.1.2.1. The deputy directors (or assigned alternates) for A1, A2, A3, A4, A5, A6, A7, A8, FM and SG are voting members of the ANG ILR. The deputy/associate directors’ are responsible for considering implications of proposed options to their respective Directorate and informing their ANG Board primaries.

2.6.1.2.2. Support function members should advise deputy/associate directors on options impacting their respective functional areas.

2.6.1.2.3. MAJCOM Guard Advisors from ACC, AFMC, AFSPC, AMC, AFGSC, AFRC, AETC and AFSOC should advise the ANG ILR on issues pertaining to their respective MAJCOM.

2.6.1.2.4. Advisory members include Panel Chairs, A6X, A8X, A8P, A8F, A8YI, A1M, A1X, A3X, A4P, A7S and NGB/LL. Advisory members may provide relevant material to assist ANG ILR members in fully understanding options being considered.

2.6.1.3. Options presented to the ANG ILR will be vetted and then placed up for vote. A simple majority of all voting members present will be used to forward issues to the ANG Board for consideration. In the event of a tie, the ANG ILR Chair will be the tie-breaker.

2.6.2. The ANG Board. The ANG Board is the senior cross-functional review body in the ANG CP. The ANG Board consists of directorate level GS-14/15s and O-6s/O-7s. The ANG Board reviews resource allocation recommendations offered by the ANG ILR and provides final recommendations to the ANG Council.

2.6.2.1. The ANG Board is chaired by the ANGRC/CC and facilitated by NGB/A8. In the absence of the ANGRC/CC and NGB/A8, the NGB/A8 Deputy Director or NGB/A8 Associate Director will preside over the ANG Board.

2.6.2.2. ANG Board membership includes one individual from each of the following organizations:

2.6.2.2.1. The directors (or assigned alternate) for A1, A2, A3, A4, A5, A6, A7, A8, FM and SG are a voting member of the ANG Board. The director, or designated representative, is responsible for considering implications of a proposed option to their respective directorates.

2.6.2.2.2. Support Function members (IA, IG, JA, PA, HC, HR and SE) should advise directorates on issues impacting their respective functional areas.

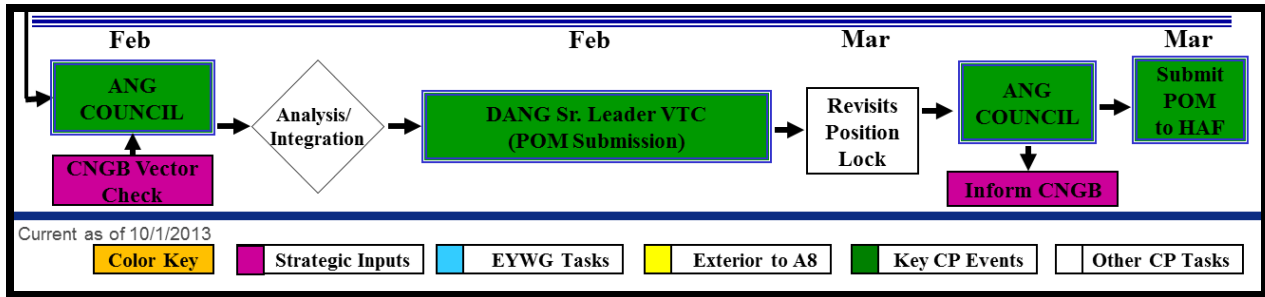
2.6.2.2.3. MAJCOM Guard Advisors from ACC, AFMC, AFSPC, AMC, AFGSC, AFRC, AETC and AFSOC should advise the ANG Board on options pertaining to their respective MAJCOM.

2.6.2.2.4. Advisory members include Panel Chairs, A6X, A8X, A8P, A8F, A8YI, A1M, A1X, A3X, A4P, A7S, NGB/LL and NG-J8-PB or other as deemed required by NGB/A8. Advisory members may provide relevant material to assist directorates in fully understanding options being considered.

2.6.2.2.5. Options presented to the ANG Board will be vetted and then placed up for vote. A simple majority of all present voting members will decide options adopted by the ANG Board. In the event of a tie, the ANG Board Chair will serve as the tie-breaker.

2.6.3. The conclusion of the deliberation and POM development phase will produce an ANG Board approved, balanced ANG POM recommendation ready for ANG Council approval. The ANGRC/CC or the ANG Board may request the ANG ILR or on short notice NGB/A8, to present alternative COAs.

Figure 2.6. The ANG CP – Senior Leader POM Review and Submission Phase.



2.7. The Senior Leader POM Review and Submission Phase. The Senior Leader POM Review and Submission Phase is the final phase of the POM build. During this phase the ANG Council reviews the recommendations of the ANG Board (See [Figure 2.6](#)). ANG Council membership consists of the DANG, Deputy Director, Air National Guard (DDANG), Executive Director, Air National Guard (EDANG) and ANGRC/CC, and is facilitated by NGB/A8. The DANG chairs the ANG Council and is the final decision authority for matters vetted by the ANG CP. The ANG Council will weigh ANG Board POM recommendations and may consider other factors not considered by the ANG Board. In addition to receiving recommendations from the ANG Board, the ANG Council receives inputs from the CNGB, the SPS and The Adjutant Generals (TAGs). ANG Council decisions will be implemented by the ANG either at the directorate level or, in the case of Program Objective Memorandum (POM) decisions, forwarded to the AFCP for consideration in the Air Force POM.

Chapter 3

AIR NATIONAL GUARD CORPORATE PROCESS—BUDGET EXECUTION

3.1. The ANG CP for Budget Execution. The ANG CP for Budget Execution is similar to the ANG CP for Programming. However, while the ANG CP for Programming deals with the future year programming in the FYDP, the ANG CP for Budget Execution deals with corporate decision making on current fiscal year budget issues. The process from top down includes the DANG, ANG Board, ANG ILR, FAWG, and the Commodity Level IPTs/Working Groups (CWGs).

3.2. For budget execution issues. For budget execution issues during the execution year, the various Commodity specific CWGs should: determine the funding levels; shortfalls; impacts of shortfalls; articulate requirements; and propose COAs. The COAs will be forwarded through the Commodity Manager/FM Analyst through the ANG CP for further integration. CWGs are chaired by the commodity manager, and attended by the appropriation execution manager, resource advisors, and pertinent stakeholders.

3.2.1. The Appropriation Execution Manager (AEM) is responsible for providing oversight and direction to the CWG, including funding levels and ground rules. The AEM acts as the primary liaison for up channeling conflicts within the process.

3.2.2. Commodity Managers (CM) are appointed by the lead directorate for a particular commodity. These commodities include: Civilian Pay; Weapon System Sustainment; Sustainment, Restoration and Modernization; Flying Hour Program; Security Agreements; Recruiting/Advertising; Travel; Non-Fly Depot Level Repairables; Base Operating Costs; Facilities, Operations, Maintenance Agreements; Medical; Support Equipment; Transportation; and other sub commodities (i.e., Joint Staff BOC).

3.2.2.1. Commodity Manager Responsibilities include:

3.2.2.1.1. Manage resources. Using Checkbook, the CM will receive funding from the AEM, and push it out to units and to directorate accounts to accomplish their mission. The CM is responsible for tracking execution and either fully utilizing resources or return balances to the AEM.

3.2.2.1.2. Advise PEMs and NGB/FM of execution year issues impacting mission execution and recommend solutions.

3.2.2.1.3. Maintain an unfunded requirements list (URL) for the assigned commodity.

3.2.2.1.4. Bring execution year unfunded requirements forward to the CWG and Financial Analyst Working Group (FAWG).

3.2.3. Resource Advisors are any analyst assigned to oversee and execute resources. They may be a PEM or assistant to a commodity manager.

3.2.4. Stakeholders are any non-funding oriented advisor. This may include other commodity managers with relevant issues to resolve within another commodity, or non-FM directorate personnel providing guidance to the working group to aid in decision making. They are most often A1 and A3 personnel.

3.3. For execution year issues. For execution year issues, the Commodity Manager becomes the advocate for the issue, and nominates the issue for consideration to the FAWG. The FAWG is chaired by the relevant AEM (i.e., the O&M or MilPers AEM). Specific responsibilities of the FAWG include the following: reviewing current execution; evaluating funding shortfalls and requirements, and proposing COAs to resolve issues to be forwarded and presented to the ANG ILR – Financials.

3.3.1. The AEM is the chair for the FAWG. The AEM provides the status of funds and funding limitations to be evaluated by the FAWG. The AEM should preview COAs to ensure they are appropriate and address pertinent execution issues. Execution issues should include the impact of budget shortfalls and COAs previously staffed at the CWG level. The AEM will produce the briefing package to be presented to the FAWG, and update decisions made to the presentation for the ANG ILR–Financials.

3.3.2. Commodity Manager responsibilities at the FAWG include: Advocating for their respective program, to include advising other CMs and NGB/FM of issues impacting mission execution; recommending solutions; maintaining a URL for the assigned commodity, and being a voting member to approve COAs for review by the ANG ILR-Financial.

3.4. The ANG ILR structure. The ANG ILR structure is outlined in detail in **paragraph 2.6**. The ANG ILR is the first decision making body for budget execution issues. Differences between the ANG ILR - Programming and ANG ILR-Financial (Budget Execution) are as follows:

3.4.1. The ANG ILR - Financial is Co-chaired by ANGRC/CV and the NGB/FM Deputy or the designated replacement. The recommendations from the FAWG are briefed by the Chief, Budget Execution Branch.

3.4.2. ANG ILR - Financials membership consists of the same voting members as the ANG ILR's for Programming, specifically:

3.4.2.1. The Deputy (or designated representative) for each directorate (A1, A2, A3, A4, A5, A6, A7, A8, FM and SG) is a voting member of the ANG ILR. ANG ILR members are responsible for considering all implications of an issue short of the political.

3.4.2.2. Deputy Secretariat members (IA, IG, JA, LL, PA, HR, HC and SE) should advise Deputy Directorates on issues impacting their respective representation.

3.4.2.3. MAJCOM Guard Advisors from ACC, AFMC, AFSPC, AMC, AFGSC, AFRC, AETC and AFSOC should advise the ANG ILR on issues pertaining to their respective MAJCOM.

3.4.2.4. Advisory members include: NGB/A3 Commodity Manager, Panel Chairs, A1M, A3X, A7S, FMC and NGB-J8, as appropriate. Advisory members may provide relevant material to assist the deputy directors in fully understanding the issue(s) being considered.

3.4.3. The issues presented to the ANG ILR - Financial for Budget Execution will be vetted and then placed up for vote. A simple majority of all present voting members will be counted for issues addressed by the ANG ILR. In the event of a tie, the ANG ILR Chair will be the tie-breaker. If approved, the decisions and recommendations, to include all dissenting

opinions, statements, and factors will be captured, and presented to the ANG Board - Financial for consideration.

3.4.4. The ANG Corporate Process/Program Integration Manager or NCOIC (NGB/A8YI) provides administrative support for the ANG ILR, and will capture ANG ILR decisions, dissenting opinions and action items. The decisions, dissenting opinions, action items, briefings and other supporting material will be archived on the ANG CP shared drive.

3.5. The ANG Board-Financial focuses on Budget Execution. The ANG Board-Financial focuses on Budget Execution and is similar in make-up and responsibilities to the ANG Board for Programming. The ANG Board-Financial reviews budget execution recommendations/COAs presented by the ANG ILR and provides the final recommendation to the DANG.

3.5.1. The ANG Board - Financial is chaired by the ANGRC/CC. In the absence of the ANGRC/CC, the ANGRC/CV or Director FM will preside over the ANG Board for Budget Execution Issues.

3.5.2. The ANG Board - Financial is made up of one individual from each of the following organizations: A1, A2, A3, A4, A5, A6, A7, A8, FM, SG, IA, IG, JA, LL, PA, HR, HC, SE, and Guard advisors from ACC, AFMC, AFSPC, AMC, AFGSC, AETC, and AFSOC.

3.5.2.1. The chair for each directorate (A1, A2, A3, A4, A5, A6, A7, A8, FM, and SG) is a voting member of the ANG Board. The ANG Board is responsible for considering all implications of the issues.

3.5.2.2. Support Function members (IA, IG, JA, LL, PA, HR, HC and SE) should advise the ANG Board on issues impacting their respective representation.

3.5.2.3. MAJCOM Guard Advisors from ACC, AFMC, AFSPC, AMC, AFGSC, AFRC, AETC and AFSOC should advise the ANG Board on issues pertaining to their respective MAJCOM.

3.5.2.4. Advisory members include: NGB/A3 Commodity Manager, Panel Chairs, A1M, A3X, A7S, FMC and NGB-J8, as appropriate. Advisory members may provide relevant material to assist the Deputy Directors in fully understanding the issues being considered.

3.5.3. ANG Board-Financial Responsibilities include:

3.5.3.1. Review, within the execution year, proposed realignment of resources between programs and commodities that have FYDP sustainment tails (i.e., commitments to FYDP “out-of-hides”). (OPR: NGB/FM)

3.5.3.2. Conduct an annual program-to-execution review. (OPRs: NGB/A8 and NGB/FM)

3.5.3.3. Approve, revise, and recommend distribution of funding to NGB commodity managers and unit comptrollers. Distribution of funds will be made by NGB/FM AEMs

3.5.3.4. Establish priorities of requirements and ensure consistency in program and mission execution. (OPR: NGB/FM).

3.5.3.5. Defend requirements, cost estimates, and justification for operating budget submissions. (OPR: NGB/FM; OCR: NGB/A8)

3.5.3.6. Final approval authority for distribution of funds received from Congress. (OPR: NGB/FM)

3.5.4. The ANG Board - Financial will receive briefings, decisional or informational, only when recommended by the ANG ILR. Corrected read-aheads (RAHs) should be provided to the ANG Corporate Process/Program Integration Manager or NCOIC (NGB/A8YI) at least 48 hours in advance for distribution to ANG Board.

3.5.5. The issues presented to the Board will be vetted and then placed up for vote. A simple majority of all present voting members will be counted for issues addressed by the ANG Board. In the event of a tie, the ANG Board Chair will be the tie-breaker. If approved, the decisions and recommendations, to include all dissenting opinions, statements, and factors will be captured, and presented to the DANG for consideration.

3.5.6. The ANG Corporate Process/Program Integration Manager or NCOIC (NGB/A8YI) provides administrative support for the ANG Board, and will capture ANG Board decisions, dissenting opinions and action items. The decisions, dissenting opinions, action items, briefings and other supporting material will be archived on the ANG CP shared drive.

3.6. The DANG. The DANG is the final decision authority for matters brought to and brought up through the ANG CP. The DANG will weigh ANG Board recommendations and may consider other military judgment factors that were not considered by the ANG Board. In addition to the ANG Board, the DANG receives inputs from the Chief of the National Guard Bureau, the SPS, and the TAGs. DANG Budget Execution decisions will be implemented by the NGB/FM or the appropriate NGB directorate.

Chapter 4

THE AIR FORCE CORPORATE STRUCTURE (AFCS)

4.1. The Air Force implements the PPBE process through the AFCS. Much like the ANG CP, the goal of the AFCS is to offer a corporate perspective through the application of cross-functional judgment, experience, and cost-benefit analysis. The primary purpose of the AFCS is to develop resource allocation and prioritization recommendations for AF senior leadership to enact program adjustments given current fiscal and programmatic guidance.

4.2. The ANG CP interfaces with the AFCS at multiple levels during POM development.

4.2.1. The AFCS Panels are the Air Force centers of expertise for their portfolios and the first level of corporate deliberation in the AFCS. The Panels' primary mission is to integrate input from multiple sources including CFL, MAJCOM, Air Reserve Component, HAF functional representatives, and other SMEs in order to prepare fact-based programming options that are repeatable, defensible and viable. The Panel structure is comprised of five Mission Panels and four Mission Support Panels. ANG panels are organized to parallel to Air Force Panel structure and ANG Panel Chairs interface with HAF counterparts to advocate for ANG Programs.

4.2.2. The Intermediate Level Review (ILR), formerly known as the Air Force Group (AFG), provides senior-level leadership (O-6 and civilian equivalents) a forum for initial corporate review and evaluation of appropriate issues within the same broad categories as both the Air Force Board (AFB) and Air Force Council (AFC). The ILR is the first level of the AFCS that does detailed integration and programmatic assessment across Air Force Service Core Functions (SCF) to create a balanced Air Force program. Representatives are selected by their two-letter sponsors or AFB principal and are responsible for preparing their principals for AFB meetings. ILR representatives are expected to fully represent the equities of their respective function. Prior coordination with other agencies (i.e. other 3- or 4-digit offices) within their respective function will occur prior to ILR sessions in order to facilitate corporate decision-making. The Associate Director of Plans and Programs (NGB/A8), (Deputy Director of Plans and Programs is the designated alternate), is an Air Staff member of the ILR and advocates for the equities of the ANG.

4.2.3. The AFB provides flag-level (1-2 star general officer and civilian equivalent) review, evaluation, and recommendations within the same broad categories as the AFC. Representatives are selected by their AFC principal and are responsible for preparing their principal for AFC meetings. AFB representatives are expected to fully represent the equities of their respective function; prior coordination with other agencies (i.e., other 3-digit directorates) within their respective function should occur prior to AFB sessions in order to facilitate corporate decision-making. The Deputy Director of the Air National Guard (Director of Plans and Programs is the designated alternate) is an Air Staff member of the AFB and advocates for the equities of the ANG.

4.2.4. The AFC is the senior forum for cross-functional consideration of the most critical Air Force issues. The AFC reviews and evaluates Air Force objectives, policies, plans, programs, budgets, and studies to make timely recommendations to the Secretary of the Air Force (SECAF) and CSAF. The AFC also provides expeditious HAF (Secretariat and Air Staff)

two-letter/digit coordination on significant, urgent, and complex issues to ensure Air Force plans, policies, and programs comply with Joint Chiefs of Staff (JCS), OSD, and national objectives. The DANG is an Air Staff member of the AFC representing the equities of the ANG.

4.3. For further guidance on AFCS. For further guidance on AFCS reference Air Force Instruction (AFI) 16-501.

Chapter 5

OFFICE OF SECRETARY OF DEFENSE PROGRAM AND BUDGET REVIEW

5.1. Office of Secretary of Defense (OSD) Program and Budget Review (PBR). Office of Secretary of Defense (OSD) Program and Budget Review (PBR) is the formal process which integrates the service POM/ Budget Estimate Submissions (BES) submissions into the final Defense Budget sent to the President. PBR typically starts after the Services submit their POM/BES and runs until December. PBR allows the Secretary of Defense (SecDef) to adjust service POM submissions by inserting funding for requirements which are either underfunded or not funded at all. The SecDef can also direct the services to cancel or adjust programs to meet the overall SecDef direction. PBR also involves review of Service Budget submissions focusing on proper pricing, reasonableness, and program execution. Final OSD changes to either the service POM submissions or their corresponding BES are combined into documents called Resource Management Decisions (RMDs) which direct service adjustments to their POM/BES. After all RMD actions are accomplished by the services, the final DoD Budget becomes the President's Budget (PB) and is submitted to the President for review. While the National Guard's participation in PBR is led by the National Guard Joint Staff (J8), certain members of the ANG staff are involved in the PBR process. This chapter will provide a general overview of the PBR process and more specific instructions on ANG involvement in the PBR process. The OSD, Director of Cost Assessment and Program Evaluation (D-CAPE) and the OSD Comptroller (OSD-C) review the service POM submissions

5.2. PBR begins before the services have submitted their POM/BES to OSD. D-CAPE and OSD-C both identify specific areas to study during PBR and both perform front end assessments (FEAs) on those topics prior to service POM submissions. The FEAs may or may not include NGB/ANG participants depending on the topic under review. FEAs will drive some of the specific issues D-CAPE and OSD-C will focus on during PBR. During the OSD FEA process, ANG members normally have little to no interaction with D-CAPE and OSD-C.

5.2.1. Additionally, strategic portfolio reviews (SPR) may be conducted on specific topics as directed by the Deputy Secretary of Defense (DEPSECDEF). SPRs will generally drive specific themes for enhanced consideration throughout the PBR process.

5.3. Either via SPRs or FEAs, OSD will identify issues. Either via SPRs or FEAs, OSD will identify issues that require further investigation during PBR to become issue papers. Issue papers identify program shortfalls (manpower, acquisition, funding, etc.) that will be closely studied by issue team members as part of PBR. Issue papers may also be submitted by the OSD Policy, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD AT&L), Services, Combatant Commanders, Defense Agencies and NGB/J8. Budget issue papers are reviewed directly by OSD-C and are either approved for funding adjustments or denied. POM issue papers are reviewed by OSD-CAPE, in conjunction with OSD Policy and OUSD AT&L. Issue papers may be tiered by the DEPSECDEF for review and appropriate focus of effort. If the issue paper is approved by OSD-CAPE, it moves on in the PBR process to the Issue Team for in-depth analysis. Although NGB/J8 is responsible for submitting issue papers to OSD, ANG is also involved in two ways. First, ANG PEMS and Panel Chairs may identify issues for potential issue paper nomination. More commonly, ANG issues are decided by the DANG or DDANG and then it is up to the appropriate PEM to develop the specific issue paper

for coordination through the A-Staff. Second and more often, is the role of coordination on NGB/J8 issue paper nominations. All issue papers from the NGB/J8 will go through several rounds of coordination prior to being approved for submission by the Chief, National Guard Bureau. Once issue papers are submitted to OSD, NGB-J8 will notify the Joint, Army and Air Staff of the issue papers accepted by OSD-CAPE or OSD-C for further investigation during the PBR process.

5.4. PBR Issue Teams. PBR Issue Teams are assigned the task of investigating the merits of issue papers and forwarding recommendations for each Issue to the 3-Star Programmers. OSD sets up multiple Issue Teams based on the issues to be investigated. Typical issue teams include: building partnership capacity, command & control, communication, cyber, efficiency, global posture, ground forces, homeland defense, installations, ISR, manpower, Major Defense Acquisition Program (MDAP), missile defense, mobility, naval forces, science & technology, space, special operations forces, strategic offense, and tactical air (TACAIR). NGB-J8 is responsible for creating an issue team representative list which identifies a primary and alternate for each issue team requiring National Guard representation. Issue team representatives will be selected from the Joint, Army and Air Staffs as appropriate. The issue team's primary representative should be an O-6 or equivalent (Note: Most issue teams will not allow civilian contractors to attend issue team meetings and they may never represent the NGB). The alternate issue team representative should also be an O-6, but O-5 is acceptable. The issue team is led by an OSD-CAPE member. Other issue team members come from the different Service staffs, COCOM (Combatant Command) staffs, and members of the CJCS (Chairman, Joint Chiefs of Staff) Joint Staff. ANG issue team representatives have a unique responsibility. On most issues, ANG issue team representatives will support the Air Force POM position. However, when Issue Team discussions or course of actions (COA) negatively impact the ANG, it is the Issue Team's responsibility to voice a coherent argument against the COA. While the ANG representative may be the only one who disagrees with the COA, it is important to voice any concerns since the issue team representative directly represents the Chief of the National Guard Bureau. By speaking up, the issue team representative is voicing the Chief's non-concurrence with the COA. Regardless of the content of the Issue Team discussions, issue team representatives are responsible for writing an executive summary (EXSUM) after each issue team meeting which highlights the keys points and states any potential impact to the ANG. NGB-J8 will send out the EXSUM format to each Issue Team representative and alternate at the beginning of each PBR cycle. EXSUMs with ANG equity will be sent to NGB/A8 for action. These EXSUMs are compiled by NGB-J8 and distributed on a weekly basis to all Joint Staff, Army and Air Guard General Officers. After each issue team analyzes their issue papers, the issue will either be disapproved or approved. If approved, COAs will be recommended to the next level in the PBR process, the 3-Star Programmers.

5.5. 3-Star Programmers. The 3-Star Programmers are responsible for debating COAs presented by the Issue Team Chairs and making recommendations to the Deputy's Management Action Group (DMAG). The 3-Star Programmers consist of the Service Programmers, COCOM Deputies (if required), Joint Staff Directors, Defense Agency Deputies and the National Guard Comptroller or designated replacement. The 3-Star Programmer Chair is the Director, OSD-CAPE. Issues making it out of the Issue Teams are presented to the 3-Star Programmers. Typical recommendations by the 3-Star programmers are the following: forward to DMAG with recommended COA, direct Issue Teams to develop additional COAs, or disapprove the issue.

The National Guard representative to the 3-Star Programmers will be pre-briefed on all the issues to be covered during the meeting by the corresponding NGB Issue Team representative. After the 3-Star Programmer meeting is complete, the attendee will forward an EXSUM to all Joint Staff, Army and Air Guard General Officers.

5.6. The DMAG. The DMAG is the senior level review Group in the PBR process. The DMAG is chaired by the Deputy Secretary of Defense while the Vice Chairman of the Joint Chiefs of Staff acts as the vice-chair. DMAG membership is listed in DoDD 5105.79, Enclosure 4. Members of the DMAG provide advice and recommendations to the Deputy SecDef on budgetary issues. The Chief, National Guard Bureau is a member of the DMAG. As such, CNGB will be prepped prior to each DMAG meeting either by the Senior NGB Leader who attended the 3-Star Programmers or the Issue Team Lead.

5.7. The final PBR decisions. The final PBR decisions are published in a classified document called a Resource Management Directive (RMD). Each POM cycle may have one or more RMDs. Once the RMD is published, Services normally have twenty-four hours to reclama items on the RMD. Most reclama attempts are not approved unless there is an obvious mistake. The RMD is Service specific in that it will direct a Service to fund an issue at a specific amount. However, the RMD doesn't always direct where funding should be taken from to pay for the directed issue. Because the Services don't know what their RMD "bill" will be, they develop a war chest of offset options they can tailor to pay for their respective RMD funding requirements. This war chest may contain options which negatively impact the ANG. As such, it is the PEM and Panel chair's responsibility to know all the options on the war chest and make leadership aware of them. After all RMD actions have been laid into the budget, the Service POMs become the DoD President's Budget and is sent to the White House for review.

5.8. After the President's review. After the President's review of the PB, the PB is submitted to Congress in the form of Justification Books (J-Books). J-Books are developed by NGB/FM with details provided by the PEMs after the ANG POM is submitted to the Air Force. After the RMD(s) adjust the POM, J-Books are updated to reflect changes caused by the RMD(s). JBooks explain to Congress exactly what changes to the budget were made in the PB. All program growth must be fully justified, and accuracy is paramount. Once the J-Books complete a Security Review, the budget is ready for presentation to Congress in early February. Presentation to Congress is done through press conferences and "staffer days" when the members of key committees in the House and Senate visit HQ USAF for briefings and discussion on the PB.

Chapter 6

CONGRESSIONAL AUTHORIZATION AND APPROPRIATIONS

6.1. After the President's Budget (PB). After the President's Budget (PB) is sent to Congress in February, Congress begins a long and detailed review of the PB. The process includes hearings and testimony from the Service Chiefs, Chief of the National Guard Bureau and Director of the Air National Guard. Also, multiple questions from the Senate and House will be sent to the Air Staff for official response. The end result will be an Authorization Bill and Appropriations Bill, both of which will eventually be signed into law by the President.

6.1.1. The Authorization Bill, when signed by the President, allows Congress to fund those items approved by Congress in the Bill. The Authorizations Bill is the "what to fund." The Appropriations Bill is the "how much to fund." NGB/LL is the National Guard Bureau's primary source for tracking and posting the Defense Authorization and Appropriation Bills as they make their way through the Legislative Process. The NGB/LL website is found at the link, <http://www.ng.mil/ll/default.aspx>.

6.1.2. The Appropriations Bill is the legislation that appropriates funding to the Congressional Authorizations. As such, the Appropriation Bill is important for a PEM to monitor as it determines whether or not options approved by the DoD and Congress are funded to the level needed. If not, another option may be required in subsequent POMs.

6.2. Once the Senate and House approve the Defense Bill. Once the Senate and House approve the Defense Bill, it is sent to the President for signature into law. Theoretically, Congress will send the Defense Bill to the President prior to October 1 of the new fiscal year that the Defense budget is funding. If that does not happen by 1 Oct, Congress will either enact a Continuing Resolution to keep the Government and DoD operating or the Government and DoD will shut down until funding is approved.

6.3. Continuing Resolution. If a Continuing Resolution is enacted, NGB/FM is responsible for executing the ANG budget within the constraints imposed in the Continuing Resolution.

MICHAEL R. TAHERI Brigadier General, USAF
Commander, ANGRC

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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Abbreviations and Acronyms

ABIDES—Automated Budget Interactive Data Environment System

ACC—Air Combat Command

AEM—Appropriation Execution Manager

AETC—Air Education and Training Command

AFB—Air Force Board

AFCS—Air Force Corporate Structure

AFCS—Air Force Corporate Process

AFMAN—Air Force Manual

AFMC—Air Force Material Command

AFPD—Air Force Policy Directive

AFSPC—Air Force Space Command

AMC—Air Mobility Command

ANG—Air National Guard

ANG CP—Air National Guard Corporate Process

ANG SPS—Air National Guard Strategic Planning System

ANGRC—Air National Guard Readiness Center
BBP—Bullet Background Paper
BES—Budget Estimate Submission
CFL—Core Function Lead
CFM—Career Field Manager
CFSP—Core Function Support Plan
CJCS—Chairman, Joint Chiefs of Staff
CNGB—Chief National Guard Bureau
COA—Course or Action
COCOM—Combatant Command
COPR—Common Operating Picture and Requirements
CSAF—Chief of Staff of the Air Force
CWG—Commodity Level IPTs/Working Group
D-CAPE—Director, Cost Assessment and Program Evaluation
DANG—Director, Air National Guard
DDANG—Deputy Director, Air National Guard
DEPSECDEF—Deputy Secretary of Defense
DMAG—Deputy’s Management Action Group
DOC—Designed Operations Capability
DoD—Department of Defense
DPPG—Defense Planning and Programming Guidance
DSG—Defense Strategic Guidance
EDANG—Executive Director, Air National Guard
EXSUM—Executive Summary
EYWG—Execution Year Working Group
FAWG—Financial Analyst Working Group
FEA—Front End Assessments
FMD—Future Mission Database
FYDP—Future Years Defense Program
GSLC—Guard Senior Leadership Conference
GTBL—Get To The Bottom Line
HAF—Headquarters Air Force

ILR—Intermediate Level Review

IPT—Integrated Process Team

ISR—Intelligence Surveillance Reconnaissance

J-BOOKS—Budget Justification Documentation

JCS—Joint Chiefs of Staff

MAJCOM—Major Command

MDAP—Major Defense Acquisition Program

MID—Management Initiative Decision

MILCON—Military Construction

NDS—National Defense Strategy

NGB—National Guard Bureau

NGREA—National Guard and Reserve Equipment Appropriations

NMS—National Military Strategy

NSS—National Security Strategy

O&M—Operations and Maintenance

OCO—Overseas Contingency Operations

OPR—Office of Primary Responsibility

OSD—Office of the Secretary of Defense

OSD-C—Office of Secretary of Defense Comptroller

OUSD AT&L—Office of the Under Secretary of Defense for Acquisition, Technology and Logistics

PB—President’s Budget

PBR—Program Budget Review

PE—Program Element

PEM—Program Element Monitor

POM—Program Objective Memorandum

POTUS—President of the United States

PPBE—Planning, Programming, Budgeting and Execution

QDR—Quadrennial Defense Review

RAH—Read-Aheads

RAPIDS—Resource Allocation Programming Information Decision System

RMD—Resource Management Decision

SCF—Service Core Function

SECDEF—Secretary of Defense

SLC—Senior Leadership Council

SME—Subject Matter Expert

SPS—Strategic Planning System

TACAIR—Tactical Air

TAG—The Adjutant General

UMD—Unit Manning Document

URL—Unfunded Requirements List

UTC—Unit Type Code