

INTERIM - Department of the Air Force CHIEF INFORMATION OFFICER PUBLIC STRATEGY FY2023 – FY2028

Our Lines of Effort were chosen because they directly address the needs of the emerging strategic and technological environment in which we operate. Together, these LOEs provide the digital backbone which will enable the Air and Space Forces to improve both user experience & warfighter effectiveness today and achieve competitive advantage tomorrow. Our digital foundation must be rock-solid: it is used to conduct warfighting, collect and pass data, leverage artificial intelligence, develop standards and manage risk for all our mission and business IT systems.

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USAF Chief Information Officer (USAF CIO)

Stakeholder(s):

Department of the Air Force :

This CIO Strategy aims to provide clear intent to our partners across the Department of the Air Force, the Air and Space Staffs, and the field. This leadership team includes the DAF CIO, Air Force A2/6, and Space Force CTIO, as well as stakeholders from within MAJCOMs, FLDCOMs, and units in the field to execute and bring this vision to fruition.

Air and Space Staffs

Secretary of the Air Force :

The Secretary of the Air Force has outlined priorities for building the Air and Space Force we need for future conflict. In the decades ahead, combat will depend less on individual capabilities than the adaptive, integrated strengths of a robust network of weapons, sensors, and analytic tools applied across warfighting domains.

Industry :

Partnership with the enterprise and industry is critical to getting this right, recognizing that everything we do is increasingly interconnected. We strive to be outcome-driven, and hope that the LOEs will resonate with our teammates as we work together to build actionable objectives.

Warfighters :

Our efforts need to be well-coordinated across the DAF and always informed by warfighter requirements. In the near future, we must be ready to execute kill chains in seconds rather than hours.

Vision

Deliver decision advantage. Shorten the kill chain.

Mission

Provide the foundation for a secure, digital, and datacentric Air & Space Force on which our competitive advantage relies.

Values

Guiding Principles:

We aim to adopt these values when addressing all efforts supporting the IT enterprise:

Warfighter Effectiveness:

We will take a mission-focused approach to ensure priorities and capabilities increase warfighter experience, effectiveness, and lethality.

Accountability:

We will establish oversight mechanisms with our partners and streamline the delivery environment by having clear roles & responsibilities, clear accountability outcomes, and measuring what matters.

Metrics

Transparent Governance:

We will use a governance model to enable quick decisions through repeatable processes that emphasizes strategic alignment, validated requirements, and transparent stakeholder engagement.

Value-Driven Investments:

We will have clear visibility & understanding into the DAF's portfolios to ensure we make informed, data driven strategic decisions regarding current & future IT investments to drive maximum value.

Operational Effectiveness:

We will ruthlessly attack manual processes and intentionally adopt agile processes to drive throughput and quality of service for all IT and network operations.

LOE 1. Cloud

Accelerate cloud adoption

“CLOUD FOR THE WARFIGHTER FROM THE ENTERPRISE TO THE EDGE” ~ Evolve cloud capabilities to support agility, resilience, and quality of mission applications from our bases to the tactical edge or an expeditionary environment.

Desired Operational Impact: Globally distributed cloud computing enables rapid deployment and strong performance of business and mission capabilities from the enterprise to the edge, including disconnected ops. An effective hybrid cloud ecosystem improves cybersecurity and resiliency, enables rapid data sharing, and drives simplicity and transparency for operators. Reducing stove piped data centers and legacy applications enables investment in modern capabilities. These are critical to our Airmen and Guardians’ ability to establish and maintain warfighting superiority.

1.1. Hybrid & Edge

Optimized, mission-informed data processing and storage to enable Agile Combat Employment and JADC2. Strategically incorporate multi-vendor and multi-level security elements.

1.2. Data

Standardize data models, enable consumability, and incentivize cloud migration and adoption across the DAF in a cost-effective manner

Accelerate Adoption

1.3. Modernization

Modernize enterprise cloud offerings to simplify migration, enhance consumability, and maximize interoperability for JADC2.

Unified Cloud Offerings

1.4. Computation & Storage

Reduce expensive on-premise compute and store requirements in favor of cloud-hosted solutions.

Modernize OnPremise Compute & Store

1.5. Collaboration

Securely enable DAF and mission partners to work collaboratively and effectively at all classification levels.

Mission Partner Environment for Cloud

Stakeholder(s):

Mission Partners

LOE 2. Cybersecurity

Enable a digital warfighting environment based on zero trust

Future of Cybersecurity | “A SECURE AND RESILIENT DIGITAL ENVIRONMENT” ~ Enable a digital warfighting environment based on zero trust that protects our data and critical assets from near peer adversaries, equips cyber defenses, enhances governance, and leverages threat-informed security models for rapid

Desired Operational Impact: Create and continuously enhance a secure and resilient digital environment that protects our data and critical assets from adversaries. Equip our operators with Sensing and data integration to see our environment, easily act, and maneuver. All systems are designed up front with threat-informed cybersecurity in mind. Enable Cybersecurity processes that improve cyber posture, provide a transparent view of cyber risk, and enable rapid deployment and update of capabilities. deployment of capabilities.

2.1. Awareness & Resiliency

Define and train entire workforce on foundational risk posture for entirety of the USAF and USSF enterprise.

Promote cybersecurity awareness and resiliency across the USAF and USSF Total Force.

Stakeholder(s):

USAF Workforce

USSF Workforce

2.2. Visibility & Instrumentation

Rapidly detect and manage cybersecurity incidents.

Identify, interrogate, and automate vulnerability management of all assets.

2.3. Risk Management

Maximize automation and simplify the RMF process to enable capability development.

Adopt a threat-informed risk management approach that emphasizes continuous monitoring, rapid updates, and Continuous Authority to Operate.

2.4. Zero Trust & ICAM

Implement a Zero Trust architecture.

Implement a Zero Trust architecture that protects data in a cohesive way across multiple classification levels. This includes the foundational identity (ICAM) elements that manage users, credentials, and the access risk based upon the sensitivity of the resources being protected.

2.5. Cyber Defense

Incorporate robust automated cybersecurity defenses and equip our cyber defenders to see and defend their terrain.

Drive cryptographic agility and resiliency across the enterprise. Modernize and innovate to strengthen critical infrastructure resiliency.

LOE 3. Workforce

Build a unified talent management strategy

“EMBRACE & EMPOWER TALENT” ~ Build a unified talent management strategy to empower our Total Force Airmen and Guardians with world-class resources, training, and the tools they need to further their professional skills for today's digital environment.

Desired Operational Impact: Enable our DAF workforce to meet future digital challenges and adapt quickly to adopt and operationalize technology and processes that will drive competitive advantage. Empower and equip talent, incentivize performance, and ensure every person has a chance to succeed at the part of our mission where they can drive the most impact and take pride in their contribution."

3.1. Strategy, Policy, & Governance

Develop a Joint Workforce Strategy in conjunction with key USAF and USSF stakeholders for military and civilians mature the workforce, capitalizing on emerging technologies and retention of key digital talent.

3.2. Talent Management

Define enterprise approach to capture specialized experience and training in order to meet cyberspace, IT and functional missions needs and realize return on investment of interoperability of manpower, personnel systems, training tools and career broadening opportunities.

3.3. E-Learning

Identify, assess and leverage all available cybersecurity training sources for cyberspace personnel while maintaining relevance with industry standards and practices.

3.4. DCWF Alignment

Educate workforce to ensure the purpose and intent are understood as well as key stakeholders understood their roles, responsibilities, and investment.

Revise and update position descriptions to capture applicable DCWF codes and proficiency levels.

3.5. Workforce of the Future

Ensure personnel are trained and proficient with today's foundational IT concepts as well as equipped to support tomorrow's emerging technologies.

LOE 4. IT Portfolio Management

Maximize value and ensure awareness of total cost of ownership

“DELIBERATE & TRANSPARENT STEWARDSHIP OF IT FUNDING” ~ Robust oversight and management of digital investments to maximize value on every dollar and ensure awareness of total cost of ownership including best use of personnel resources.

Desired Operational Impact: Efficiently spending every penny to deliver capabilities our warfighters need for mission success. This means sunsetting expensive, redundant capabilities and shrewdly negotiating enterprise agreements that balance cost, consumability, and enable choice for high performing teams.

4.1. Strategic Alignment

Align IT Portfolio services with business capabilities, focusing on DAF strategic goals.

Develop roadmaps to inform IT investments that will achieve desired mission outcomes.

4.2. Financial Stewardship

Develop a repeatable approach to capture and track the DAF-wide enterprise IT spend to gain and maintain full transparency into the total DAF IT Portfolio ownership.

4.3. Portfolio Optimization

Identify and reduce redundant and inefficient IT spend, incentivize migration to enterprise-wide acquisition vehicles, and standardize and consolidate commodity IT solutions.

4.4. Policy & Governance

Assess existing policies and track the identification, development, and coordination of IT policies to address known gaps of IT management, to include strategic revision of policies, regulations and guidance.

4.5. Category Management

Leverage industry to strategically combine services with streamlined acquisitions to meet DAF requirements into business segment, enabling focused opportunities for consolidation and efficiency.

LOE 5. Services

Provide warfighters with connectivity, devices, digital tools, and data they need to fight & win

Stakeholder(s)

Warfighters

Guardians

Airmen

EXCELLENCE IN CORE IT & MISSION- ENABLING SERVICES | “DELIVERING PRODUCTIVITY AND MISSIONCAPABLE SOLUTIONS TO THE WARFIGHTER” ~ Providing warfighters with reliable and resilient connectivity, devices, digital tools, and data they need to fight & win in any environment.

Desired Operational Impact: Airmen and Guardians can rely on their networks, devices, and the digital tools and data they need for mission success with 99.99+% consistency. Leaders at all levels are confident these services will be there when they need them and provide the capability they need to win.

5.1. Connectivity & Transport

Establish modernized, secure accessibility utilizing Zero Trust strategies and technology to include SD-WAN, IPv6, and robust space-based and mobile communications as we move toward a multi-level security warfighting environment with nearly ubiquitous connectivity.

5.2. Productivity & Collaboration

Identify and provide the hardware and software our Airmen and Guardians need to work effectively and succeed in their missions.

Streamline end user device issuance, software requirements and license mgmt.

Stakeholder(s):

Airmen

Guardians

5.3. Voice Services

Design and implement automated governance controls to enforce standards, mandatory use vehicles, shared services and compliance with prior approvals for IT acquisition plans, IT spend plans, and the IT budget certification.

5.4. NOC/SOC

Deliver a single Network Operations Center and Security Operations Center for the enterprise with integrated and effective automation.

Develop next generation monitoring and response capabilities to balance user experience, security, and resilience.

5.5. DevSecOps & Applications

Enable DevSecOps services for internal and external teams to have a clear path to production and ability to deliver rapid capabilities to the warfighter, maximizing shared resources and code.

LOE 6. Data & AI

Advance and operationalize data and AI

Stakeholder(s)

Airmen

Guardians

“OPERATIONALIZING DATA FOR DECISION ADVANTAGE AND AI/ML READINESS” ~ Advance and operationalize data and AI to speed our OODA loop, take advantage of machine-driven insights, and enable rapid flow of decision-quality data to shorten every kill chain and improve business effectiveness.

Desired Operational Impact: Airmen and Guardians are able to easily access the data they need to make decisions and take action at all levels. Data drives decisions and continuous improvements. Training quality data at scale for algorithm training and analytics. Automation, analytics, and AI designed into all systems from the start.

6.1. Data-Driven Operations

Codify data policy and governance to direct data investments and resources toward capabilities which augment interoperability and prioritize data integrity and quality, while also maintaining confidentiality, privacy, and security.

6.2. Application & Platform Integration

Entrench AI/ML training-data and algorithmic models which are compliant with OSD's six tenets for responsible AI implementation across all echelons of the DAF.

6.3. AI/ML Readiness

Establish a federated data ecosystem overlaid integrated with DAF weapon systems & theater operations to ensure DAF data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure across the force.

6.4. Data Solutions

Leverage data, AI/ML, and their emerging technologies to solve DAF challenges related to DAF business enterprise efficiency, mission operations integration, and greater warfighting capacity.

Administrative Information

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