



LINE OF EFFORT #1: ACCELERATE CLOUD ADOPTION

CHAMPION: Mr. Heitmann

- Update DAF Cloud Strategy to include OCONUS, hybrid-edge integration, including disconnected operations, multi-vendor and multi-level security elements to ensure the seamless movement of data from anywhere to anywhere.
- Modernize Cloud One with focus on improved security, availability, user experience, and ease of migration to make Cloud One services more consumable (roadmap). Implementation of transparent, automated, granular, scalability, processes and while ruthlessly attacking manual processes, and reducing PPBE to the onboarding and assessments process to speed migration and adoption.



LINE OF EFFORT #2: THE FUTURE OF CYBERSECURITY

CHAMPION: Mr. Bishop

- Define, disseminate, and leverage the common DAF definition of Cybersecurity risk.
- Baseline the DAF cyber posture measurement framework to understand and articulate risk to include visibility of readiness, assessments, and operational impact/risk to mission.
- Publish an Enterprise Bill of Materials (XBOM) strategy and framework to support the security of our critical software supply chain.
- Coordinate with AF/A30 Mission Assurance Teams, and related OCRs, to establish Cybersecurity MARPA processes. Upon DCA, TCA, and DCI identification, advocate for resourcing to complete MRT-C mapping of assets and infrastructure. Leveraging existing assessments, and new mapping efforts, perform cybersecurity posture analysis. Leverage results to create risk informed messaging and advocate for resourcing to enhance critical infrastructure resiliency.
- Coordinate all stakeholders to refine a comprehensive and agile DAF Incident Response plan.
- Streamline the RMF process and its Authority boundaries.
- Build a well-defined inheritance model for Cybersecurity Controls to accelerate new effort accreditation.
- Increase maturity of SAF/CN audit program with goal of DAF-wide cyber audit visibility, proactive audit recommendation tracking, training, and education for new audit OPRs on pending audits, and clear work breakdown structure for audit responsibility across cyber portfolio.



LINE OF EFFORT #3: WORKFORCE

CHAMPION: Dr. Hardiman

- Define enterprise approach to capture specialized experience and training in order to meet cyberspace and IT missions needs and realize return on investment by determining the relationships and interoperability of manpower and personnel systems and training tools, i.e. MyVector, DCPDS, MyLearning, and Digital University.

- Improve and increase career broadening opportunities with Air and Space Force functional leads to champion cross-functional development to enable a total force approach to cyberspace ops.
- Identify positions, programs, and activities to groom and deliberately develop employees interested in becoming STs, SLs, and SES to include mentoring, coaching, and assigning champions and sponsors.
- The Department must champion compensation flexibilities to expand opportunities across the cyber workforce. This is possible by enhancing authorities, pay flexibilities and incentives for civilian cyber professionals, to include the Cyber Excepted Service (CES), beyond existing levels to make DAF competitive and address talent gaps. The goal is to evaluate the effectiveness of recruiting and retention efforts through compensation. (DoD Cyber Workforce Strategy Initiatives: 1.1.1, 2.2.2, 2.2.3, 3.6.1).
- Implement DOD 8140 for DCWF Cybersecurity Element Work Roles foundational qualifications. Initiate residential qualification process for readiness of FY26 reporting. Determine platform/system to automate qualification tracking and reporting.



LINE OF EFFORT #4: IT PORTFOLIO MANAGEMENT (PfM)

CHAMPION: Ms. Orozco

- Implement DAF Capital Planning & Investment Control (CPIC) Governance Capability.
- Implement DAF Technology Business Management (TBM) Governance Capability.
- Fully Operationalize Digital Experience Monitoring: Incorporate reporting from existing base-level Solarwinds network management instances into enterprise monitoring solution.
- Streamline Enterprise IT services through strategic sourcing and category management. This process will involve collaborating with the DoD ESI Team, DAF IT Category Management Council, AFICC, and others to choose the best execution site. Create a roadmap for promptly preparing EAs for Hardware, Software, and any related IT Services while discontinuing redundant procurement channels. For FY25-26, execute the approved FY24-26 CSP Roadmap that codifies the DAF strategic position for acquisition and sustainment for (3) products (e.g. ServiceNow, Salesforce, and VMWare) with the option to exceed by adding additional products.
- Implement the Policy Plan of Action and Milestones by executing identified updates and cancellations of IT policies. Establish a feedback loop to monitor the effectiveness of implemented policies, enabling the continuous refinement and alignment of IT management practices with evolving organizational needs and technological advancements. Ensure key stakeholders are regularly informed and engaged throughout the process.



LINE OF EFFORT #5: EXCELLENCE IN CORE IT & MISSION-ENABLING SERVICES

CHAMPION: Mr. Heitmann

- Publish a network strategy including SIPR 2.0, Battle Network integration, Network of the Future, and executable plan for BIM demand management that considers commercial wireless and cellular solutions.
- Publish an End User Device strategy in collaboration with HNI that addresses end user devices, alternative platforms, and mobile with the goal of publishing a 21st century storefront and alternative solutions.

- Publish enterprise support strategy in partnership with core software organizations in the DAF, with governance structure and connection points including APIs and cloud services.
- By EoFY, forge a solution to integrate the Zero Trust's Next Generation Gateway, CNS PACAF & USAFE pilot, and ABMS SDWAN capabilities into a seamless integrated architecture for the DAF.
- Develop a DAF Chief Technology Officer governance council and charter.



LINE OF EFFORT #6: DATA & AI CHAMPION: Ms. Davenport

- Establish a clear vision, mission and goals for DAF Data and AI. Ensure these initiatives are in alignment and empower the DAF's overall strategy, mission, and goals.
- Lead a team comprised of the DAF CTO, the DAF Air and Space Data and AI Officers, and internal CDAO staff to map out the current DAF Data & AI Architecture and produce the DAF Unified Data & AI Reference Architecture. Baseline and publish the architecture using the Data and AI Governance structure.
- In accordance with DAF Data and AI Mission, Vision, and Goals work with DAF key leaders to publish an FY26 DAF Data and AI Strategic Action Plan that outlines the organization's strategic approach to leveraging data and artificial intelligence (AI). The Strategic Action Plan will provide a roadmap for the organization's data and AI initiatives and will guide the organization's efforts to develop and implement data-driven solutions, services, and capabilities.
- In accordance with DAF Data and AI Mission, Vision, and Goals work with DAF key leaders to publish an FY27 DAF Data and AI Strategic Action Plan that outlines the organization's strategic approach to leveraging data and artificial intelligence (AI). The Strategic Action Plan will provide a roadmap for the organization's data and AI initiatives and will guide the organization's efforts to develop and implement data-driven solutions, services, and capabilities.
- In coordination with DoD and federal policy, drive DAF AI governance and approval processes into an authoritative data tracking system. This system will be used by the department to report compliance with AI and data policy. Create a dashboard to answer all regulatory reporting requirements for responsible AI and data compliance.
- Establish a Data & AI Center of Excellence that supports the strategic use of AI technologies to drive mission value, improve operational efficiency, and enhance customer experience. The CoE will provide thought leadership, best practices, and guidance on AI adoption, implementation, responsibility, and management. It will also serve as a central hub for collaboration, knowledge sharing, and innovation across the organization. The CoE will establish evaluation criteria by which it will assess operational impact of new capabilities across DOTMILPF.
- Inform SAF/CN strategy with data sharing and responsible AI implementation practices to support, Mission Partner Environment capability for use with coalition partners.