



Department of the Air Force

CHIEF INFORMATION OFFICER PUBLIC STRATEGY

FY2023 – FY2028





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Preface From the DAF CIO



Airmen and Guardians,

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.

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. Each Service has its own set of digital priorities articulated in their respective strategic documents. The DAF CIO strategy, like the DoD CIO Strategy, shapes the Services' guidance in prioritizing efforts.

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 and 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.

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. 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.

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Strategic Environment

CURRENT REALITY

The digital environment in which we live is increasingly complex. This strategy aims to provide unity of effort for the enterprise and decomplicate governance.

WIDE CYBER EXPOSURE DUE TO MASSIVE ATTACK SURFACE

CAPABLE AND WELL-ROUNDED FORCE LACKS THE TOOLS IT NEEDS

STOVEPIPED SYSTEMS THAT CAN'T SHARE DATA

CHANGES TO THE SECURITY ENVIRONMENT AND DAF'S FORCE POSTURE

LACK OF CLOUD AT THE TACTICAL EDGE

ADAPTIVE AND CROSS-DOMAIN ADVERSARY THREATS

COMMS DISRUPTIONS

INCREASING PACE OF TECHNOLOGICAL CHANGE

INSUFFICIENT AND UNRELIABLE FUNDING

The future digital environment must be interoperable and collaborative, with data-sharing and convergence across domains.

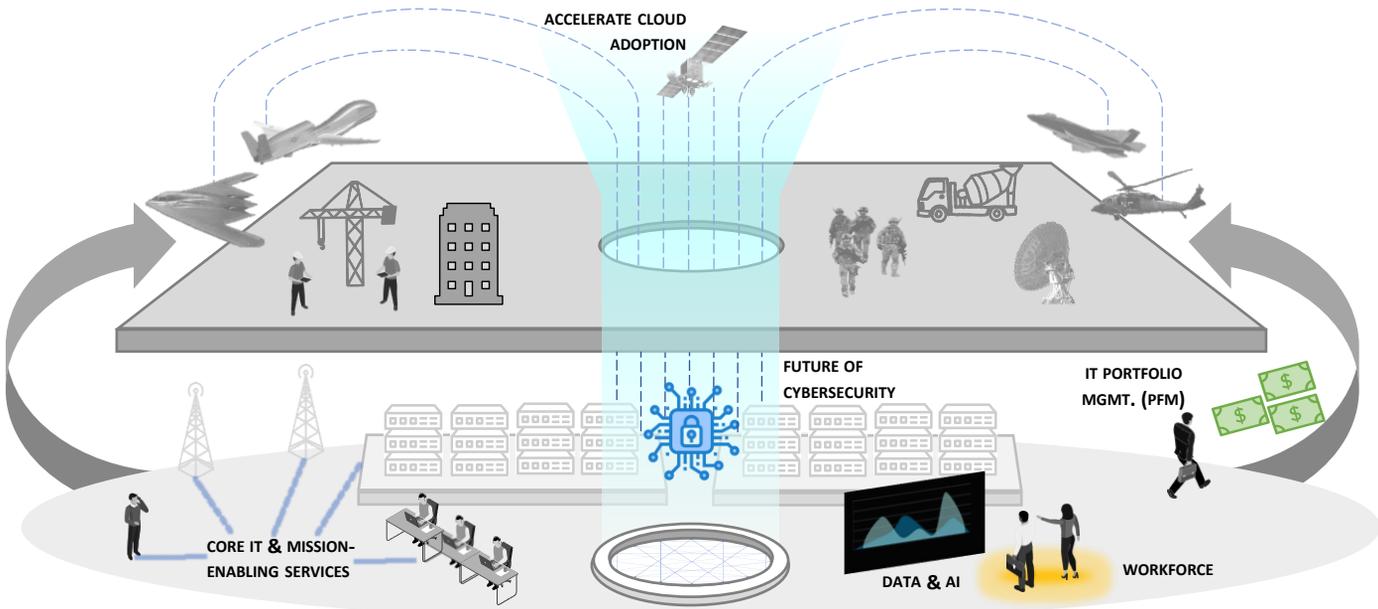


Figure 1: Future DAF Environment supported by DAF CIO Lines of Effort (LOEs)

ROBUST INTERNET OPERATIONS PLATFORMS

REIMAGINED APPLICATION AND DATA DEFENSE

INCREASED MISSION READINESS

INTEGRATED DAF SYSTEMS THAT COMMUNICATE WITH EACH OTHER

SURVIVABLE C2 & LPI/LPD COMMUNICATIONS

SEAMLESS INTEROPERABILITY WITH THE JOINT FORCE COALITION

AGGREGATE DATA TO PROVIDE TIMELY RELEVANT INFORMATION TO DECISION MAKERS

STRATEGIC NEEDS TO SUSTAIN FUTURE ADVANTAGE

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.



Strategic Alignment



Mission: Provide the foundation for a secure, digital, and data-centric Air & Space Force on which our competitive advantage relies.

Vision: Deliver decision advantage. Shorten the kill chain.

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 & METRICS

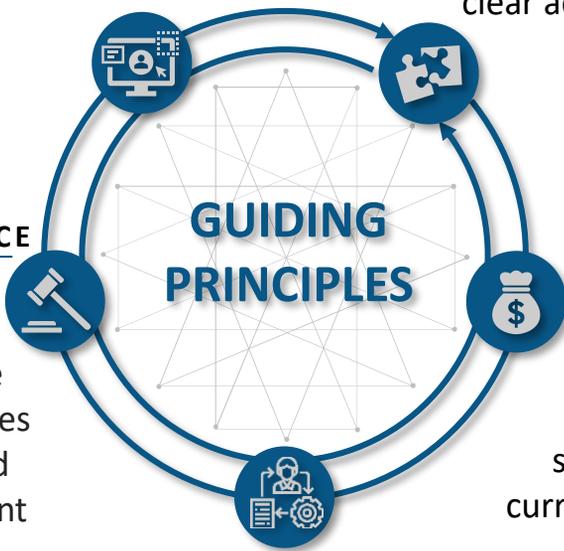
We will establish oversight mechanisms with our partners and streamline the delivery environment by having clear roles and responsibilities, clear accountability outcomes and measuring what matters.

TRANSPARENT GOVERNANCE

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

VALUE-DRIVEN INVESTMENTS

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



OPERATIONAL EXCELLENCE

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



DAF CIO Strategic Lines of Effort



These Lines of Effort (LOEs) are informed & influenced by the following areas, with specific references throughout this document and the Appendix.

STRATEGIC ENVIRONMENT

SECAF GUIDANCE (OIs & MIs)

DAF IT ROADMAPS

DOD / DAF GUIDANCE

DAF VALUES

FEDERAL LAW



LOE 1: 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.

LOE 2: 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 deployment of capabilities.

LOE 3: WORKFORCE
"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.

LOE 4: IT PORTFOLIO MANAGEMENT (Pfm)
"DELIBERATE & TRANSPARENT STEWARDSHIP OF IT FUNDING"

Robust oversight and management of digital investments to maximize value on every dollar.

LOE 5: EXCELLENCE IN CORE IT & MISSION-ENABLING SERVICES
"DELIVERING PRODUCTIVITY AND MISSION-CAPABLE SOLUTIONS TO THE WARFIGHTER"

Providing warfighters with reliable and resilient connectivity, devices, digital tools, and data they need to fight & win in any environment.

LOE 6: DATA & AI
"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, enable rapid flow of decision-quality data to shorten every kill chain, and improve business effectiveness.



Strategic LOEs: Impact & Linkages



LINE OF EFFORT #1: ACCELERATE CLOUD ADOPTION

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 operations. An effective hybrid cloud ecosystem improves cybersecurity and resiliency, enables rapid data sharing, and drives simplicity and transparency for operators. Reducing stovepiped 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.

Hybrid and Edge

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

OI2 OI4 OI7 MI5

Accelerate Adoption

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

OI7 MI2 MI5

Unified Cloud Offerings

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

OI2 OI7 MI5

Modernize On-Premise Compute & Store

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

OI2 OI4 OI5 OI7 MI5

Mission Partner Environment for Cloud

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

OI2 OI4 MI5 MI11

LEGEND:



SECAF Operational Imperatives



SECAF Management Initiatives



Strategic LOEs: Impact & Linkages



LINE OF EFFORT #2: FUTURE OF CYBERSECURITY

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.

Cybersecurity Awareness & Resiliency

Promote cybersecurity awareness and resiliency across the USAF and USSF Total Force. Define and train entire workforce on foundational risk posture for entirety of the USAF and USSF enterprise.



Automated Visibility & Instrumentation

Identify, interrogate, and automate vulnerability management of all assets. Rapidly detect and manage cybersecurity incidents.



Modernize Risk Management

Adopt a threat-informed risk management approach that emphasizes continuous monitoring, rapid updates, and Continuous Authority to Operate. Maximize automation and simplify the RMF process to enable capability development.



Zero Trust and ICAM

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.



Resilient Cyber Defense

Drive cryptographic agility and resiliency across the enterprise. Modernize and innovate to strengthen critical infrastructure resiliency. Incorporate robust automated cybersecurity defenses and equip our cyber defenders to see and defend their terrain.



LEGEND:

SECAF Operational Imperatives

SECAF Management Initiatives



Strategic LOEs: Impact & Linkages



LINE OF EFFORT #3: WORKFORCE

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.

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.

O17 MI5

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.

O17 MI2

E-Learning

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

O17 MI2

DCWF Alignment

Educate workforce to ensure the purpose and intent are understood and that key stakeholders understand their roles, responsibilities, and investment. Revise and update position descriptions to capture applicable DCWF codes and proficiency levels.

O17 MI4

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.

O17 MI2

LEGEND:



SECAF Operational Imperatives



SECAF Management Initiatives



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

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.

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.



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.



Portfolio Optimization

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



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.



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.



LEGEND:



SECAF Operational Imperatives



SECAF Management Initiatives



Strategic LOEs: Impact & Linkages



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

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.

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.



End User 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 management.



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.



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.



DevSecOps & Application Support

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.



LEGEND:

SECAF Operational Imperatives

SECAF Management Initiatives



Strategic LOEs: Impact & Linkages



LINE OF EFFORT #6: DATA & AI

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.

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.



Application and Platform Integration

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



AI/ML Readiness

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



Innovative 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.



LEGEND:



SECAF Operational Imperatives



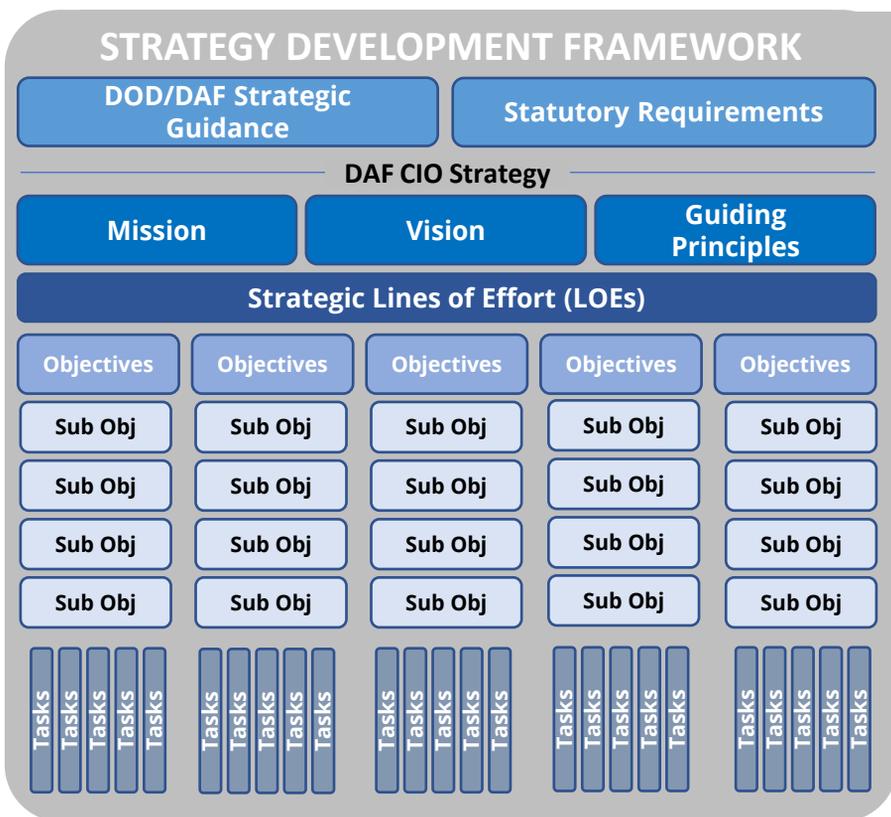
SECAF Management Initiatives



Strategy Next Steps



The DAF CIO Strategy serves as the starting point for each LOE and should inform the development of a follow-on, actionable Implementation Plan to map a path to achieve each Objective's desired ends.



In accordance with good governance practices, Commands and HQ elements should first work issues through their respective Service's Deputy CIO, prior to coordinating directly with the DAF CIO staff for enterprise assistance.

IMPLEMENTATION PLAN

This document is intended to drive next steps through an Implementation Plan with key stakeholders. This will link Ends, Ways, and Means, building on this strategy to implement the Objectives included within each LOE.

LOEs & OBJECTIVES

We will continue to refine these LOEs and Objectives as budget conditions, technology, and the security environment call for. Each Objective will have an OPR to manage its progress with representatives from relevant organizations.

RISKS, REQUIREMENTS & PRIORITIES

We must identify risks, requirements, and priorities informed by the strategic landscape, effectively leveraging the DAF's corporate structure to plug into the Planning, Programming, Budgeting, and Execution (PPBE) process.

Strategy is meant to be **adaptive** and **iterative**. We expect this document to change as priorities, resourcing, industry trends, and standards allow.



Additional DAF CIO Publications

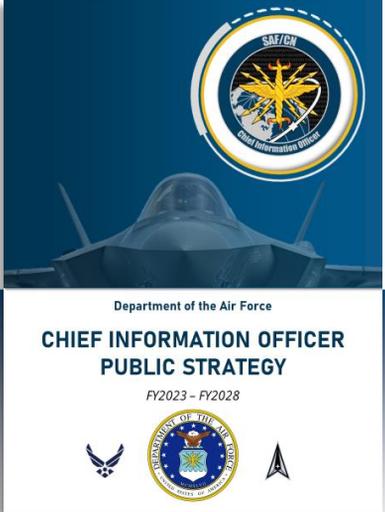
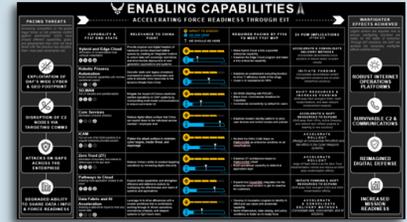


Additional guidance within the Enterprise IT umbrella will be shared here when published, as this document cannot comprehensively address all challenges. Future publications will use this DAF CIO Strategy as an anchor to guide their development & progress.

SAF/CN Website



DAF Enabling Capabilities Roadmap



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



**Network
Operations &
Modernization**

**Hybrid and Edge
Cloud**

SAP IT

Zero Trust

ICAM

Cybersecurity

Sensing

Data

**Artificial
Intelligence**

Automation



FOLLOW THE CIO ONLINE

 DAF CIO Site
<http://www.safcn.af.mil/>

 DAF CIO Facebook Page
<https://www.facebook.com/DAFChiefInformationOfficer>



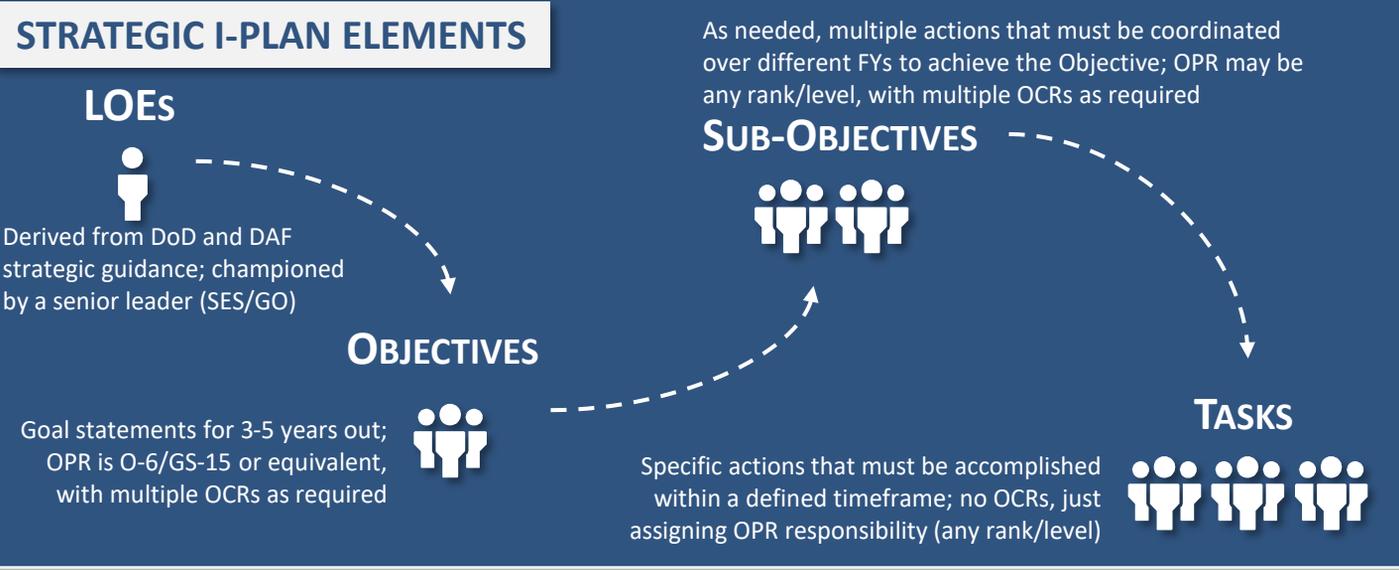


Appendix A Implementation Guidance



Background

The separate internal Implementation Plan will provide the means to action for our proposed Objectives included within each LOE. Each Objective's working group will ideally be led by an O-6/GS-15 (or equivalent) assigned and responsible to manage its progress and coordinate across the Department as required.



TAXONOMY

TERMS	WHAT THEY MEAN	WHERE YOU FIND THEM	WHO'S THE CONSUMER
Guidance	Non-binding or prescriptive; designed to give direction and general intent, absent specific tasks	SAF/CN Website	Peer & subordinate organizations, and stakeholders, who rely on an overarching direction
Roadmap	Broad time series set of milestones to deliver a capability/initiative	SAF/CN Website	DAF organizations with equity in the standards & development of IT capabilities
Implementation Plan	Internal staff document, designed to map-out the Ways & Means to achieve the desired Objectives	N/A, Internal to government stakeholders	Relevant stakeholders, to ensure unity of effort and synchronization of sub-objectives & tasks
Strategy	A broad plan of action, aimed to articulate & achieve major goals	This document; references to others in Appendix F	Written for Enterprise-wide stakeholders, but accessible to the field and industry
Policy	Standards or requirements adopted by and enforced through governance processes	DAF E-Publishing and/or SAF/CN Website	DAF enterprise, as appropriate



Appendix B

Tracking LOE Progress



Explanation of Tracking Process

Some of the Objectives included within the LOEs for the DAF CIO Strategy can be accomplished by a single organization and in the immediate future. However, many Objectives will require deliberate, regular focus from working groups consisting of representatives from across the Headquarters Staffs, operational units, and the field.

Therefore, the update mechanism below will be used to ensure that these Objectives become a part of our regular tempo and battle rhythms. Reporting should follow the sub-objectives and tasks in line with the steps proposed by the OPR and approved by that LOE's Champion. Updates to this Appendix and even the Objectives themselves may be necessary as we make progress and evolve our business rules.

The DAF CIO's Strategy & Policy Division, working with Objective OPRs will track reporting and progress of the Objectives linked to within this Strategy. After an OPR has provided an update, the most current information will be uploaded to a SharePoint page where any Senior Leader with Enterprise IT equity can access its most recent status.

EXAMPLE:



LOE #2: Cybersecurity

<p>OBJECTIVE 2.3: Cybersecurity Scorecard <i>A fully integrated DOD CIO Network Cybersecurity Accountability Scorecard, expanding to measure risk on platforms</i></p> <p>SUSPENSE: Deliver Feb 2023; Implement Jul 2023</p> <p>CHAMPION: Mr. Aaron Bishop, DAF CISO (SAF/CNZ)</p> <hr/> <p>PREVIOUS UPDATES:</p> <p>N/A</p> <p>HELP REQUESTED:</p> <ul style="list-style-type: none"> Engagement with 16 AF leadership SAF/PA education campaign with base Comm Squadrons 	<p>STATUS:</p> <div style="display: flex; align-items: center; gap: 10px;"> <div style="border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; display: flex; flex-direction: column; justify-content: center; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; width: 15px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: yellow; border-radius: 50%; width: 15px; height: 15px; margin-bottom: 5px;"></div> <div style="border: 1px solid black; border-radius: 50%; width: 15px; height: 15px;"></div> </div> </div> <p>SIGNIFICANT ISSUES:</p> <ul style="list-style-type: none"> Awaiting contract approval for new system Delays expected with Joint Base process Need separate addendum for tenant units <p>ECD: Jan 2024 KEY: No current path to resolution On Track/Out for Action Sourced or Complete</p> <hr/> <p>CURRENT UPDATES:</p> <ul style="list-style-type: none"> Working group held with PCA, CROWS, and 16 AF on 23 Aug. Progress made on Sub-objectives towards building reporting mechanisms for cybersecurity status of ICS/SCADA. Draft Scorecard currently in coord with MAJCOM/A6s. Awaiting inputs from DAF 2-letters.
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Integrity - Service - Excellence

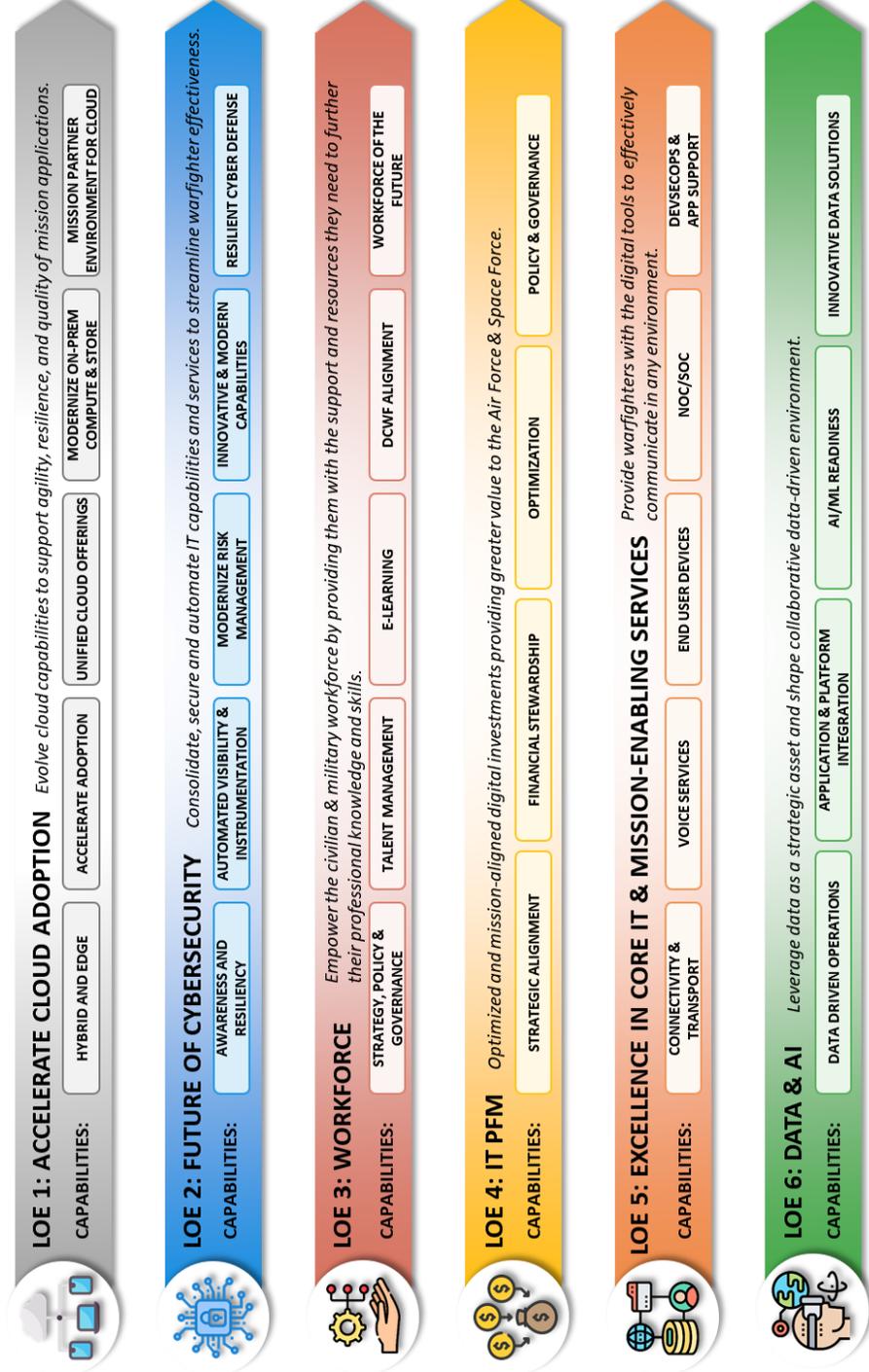


Appendix C DAF CIO Strategy Snapshot



MISSION

PROVIDE A
SECURE,
DIGITAL, AND
DATA-
CENTRIC AIR
AND SPACE
FORCE ON
WHICH OUR
FUTURE
COMPETITIVE
ADVANTAGE
RELIES.



VISION

DELIVER
DECISION
ADVANTAGE
AND
SHORTEN
THE KILL
CHAIN.



Appendix D

SECAF Strategic References



SECAF Operational Imperatives (OIs)

INTENT: Instill a sense of urgency about our efforts to modernize and to ensure that we improve our operational posture and ensure Airmen & Guardians have the resources, systems, and equipment they need to perform.

OI-1. Defining Resilient and Effective Space Order of Battle and Architectures

OI-2. Achieving Operationally Optimized Advanced Battle Management Systems (ABMS) / DAF Joint All-Domain Command & Control (JADC2)

OI-3. Achieving Moving Target Engagement at Scale in a Highly Contested Environment

OI-4. Defining the Next Generation Air Dominance (NGAD) Family of Systems

OI-5. Defining Optimized Resilient Forward Basing, Sustainment, and Communications in a Contested Environment

OI-6. Defining the B-21 Long Range Strike Family of Systems

OI-7. Readiness of the Department of the Air Force to Transition to a Wartime Posture Against a Peer Competitor

SECAF Management Initiatives (MIs)

INTENT: Improve the efficiency and effectiveness of how the DAF headquarters staff operates.

MI-1. Assess Secretariat/Service staffs, relationships, and mission directives to recommend improvement actions

MI-2. Assess current management metrics for DAF headquarters staff elements, recommend changes, and institute annual reporting requirements for each major staff element within the Secretariat and Services

MI-3. Evaluate the analytical capacity of DAF organizations, tools, and human capital, especially regarding operations research and systems analysis, modeling and simulation and recommend steps to strengthen this capacity

MI-4. Evaluate the DAF Cybersecurity and Cyber Defense posture and recommend changes to achieve resilient and essential warfighting capabilities against peer competitors

MI-5. Review and determine information technology investments with the highest return on investments to improve DAF organizational efficiency with a focus on achieving financial performance improvements

MI-6. Evaluate DAF cost structure in order to understand overhead/fixed costs and relationships between force structure and total cost and recommend changes to improve 'tooth-to-tail' ratios

MI-7. Assess technology transition mechanisms and pipelines for speed and effectiveness and recommend actions to streamline processes

MI-8. Assess how DAF institutional resources align with the National Defense Strategy

MI-9. Assess posture and capacity of the DAF to provide organic technical excellence needed for strategic competition, with emphasis on engineering and scientific expertise, and recommend improvement steps

MI-10. Identify approaches to close the gap between senior leaders' and rank-and-file members' understanding of barriers to service for females and Airmen and Guardians from under-represented groups

MI-11. Assess current DAF strategic international affairs capacity and identify approaches to develop international relationships, partnerships, and agreements needed for strategic competition



Appendix E

DAF CIO Functions & Authorities



To enable the Department's warfighting mission, the DAF CIO has both statutory and delegated authorities to deliver the following functions.





Appendix E

DAF CIO Functions & Authorities



The DAF CIO's role is to enable the organization's mission through the effective use of information resources and information technology. The CIO's role has been expanded through several key acts of Congress.

CIO Function		Authoritative Reference
1	 LEADERSHIP & ACCOUNTABILITY	<ol style="list-style-type: none"> 1. 44 USC Section 3506 2. 44 USC Section 3520
2	 STRATEGIC PLANNING	<ol style="list-style-type: none"> 1. 40 USC Section 11319 2. 40 USC Section 11315
3	 INVESTMENT/ PORTFOLIO MGMT.	<ol style="list-style-type: none"> 1. OMB M-13-09 2. Management and Oversight of Federal Information Technology. 3. 40 USC Section 11319 4. 40 USC Section 11315
4	 BUDGETING	<ol style="list-style-type: none"> 1. 40 USC Section 11319 2. OMB M-15-14 3. OMB Circular A-11
5	 GOVERNANCE (DECISION MAKING)	<ol style="list-style-type: none"> 1. 40 USC Section 11319
6	 POLICY	<ol style="list-style-type: none"> 1. 44 USC Section 3506 2. 44 USC Section 3506 3. 44 USC Section 3506
7	 WORKFORCE (HIGH PERF.)	<ol style="list-style-type: none"> 1. DoDD 5144.02 2. 40 USC Section 319 3. 44 USC Section 3506 4. 40 USC Section 11315 5. Enhancing the Effectiveness of Agency Chief Information Officers. May 2018.



Appendix E

DAF CIO Functions & Authorities



CIO Function		Authoritative Reference
8	 STRATEGIC COMMUNICATIONS	1. 44 USC Section 3506
9	 INFO RESOURCES MGMT.	1. 44 USC Section 3506
10	 IT PERFORMANCE MGMT.	1. OMB Circular A-11 2. Public Law 111-352. GPRM Modernization Act of 2010.
11	 INFO SECURITY & PRIVACY RISK	1. Federal Information Security Modernization Act of 2014 (FISMA). 2. 5 USC Section 552
12	 ENTERPRISE ARCHITECTURE	1. OMB Circular A-130
13	 DATA	1. 44 USC Section 3504 2. 44 USC Section 3506 3. 44 USC Section 3511 4. 44 USC Section 3520 5. M-19-23 6. DoDI 8320.07
14	 ARTIFICIAL INTELLIGENCE	1. Executive Order 13859, Feb 2019 2. Executive Order 13960, Dec 2020



Appendix F

DOD / DAF Strategic References



Document	Source Text
DoD Digital Modernization Strategy	<ul style="list-style-type: none"> • Innovate for Competitive Advantage • Optimize for Efficiencies and Improved Capability • Evolve Cybersecurity for an Agile and Resilient Defense Posture • Cultivate Talent for a Ready Digital Workforce
DoD CIO Capabilities Programming Guidance (Please access via SIPR)	<ul style="list-style-type: none"> • Cybersecurity/Zero Trust & Crypto Modernization • SAP Information Technology & ICAM • Software Modernization, DevSecOps, and Cloud Adoption • C3, Resilient PNT/GPS systems, SATCOM • Data & Cloud/Datacenter Optimization
2022 National Defense Strategy	<p>"Building enduring advantages [...] involves undertaking reforms to accelerate force development, getting the technology we need more quickly, and making investments in the extraordinary people of the Department..."</p>
DAF Digital Transformation Strategy (In Draft)	<p>"The DAF must make bold investments in transformative digital technologies, build a well-trained workforce to execute the full range of Air & Space Force missions in complex technological environments, and quickly put the right data in the hands of decision-makers."</p>
DAF Enabling IT Capabilities Roadmap	<ul style="list-style-type: none"> • Robust Internet Operations Platforms • Survivable C2 & Communications • Reimagined Application & Data Defense • Increased Mission Readiness
USAF Strategic Master Plan	<p>"We must continue to pursue radical improvements in technology, that when combined with new approaches and organizational changes, expand or maintain asymmetric advantages over adversaries."</p>
CSAF Action Order "Accelerate Change or Lose"	<p>" Integrate concepts for homeland defense and integrated deterrence [...] with operating concepts aimed at denying adversaries their operational and strategic objectives."</p>
USSF Vision for a Digital Service	<p>"The USSF [...] will be an interconnected, innovative, digitally dominant force [...which requires us...] to amass a technologically adept, "digitally fluent" space cadre more proficient, efficient, and agile than any other force in history."</p>