



# DAF CIO MISSION & STRATEGY

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# DAF CIO FOCUS AREAS



✓ **Impact Enterprise Priorities**

✕ ↑ ✕ **Plan and Execute IT Strategy**

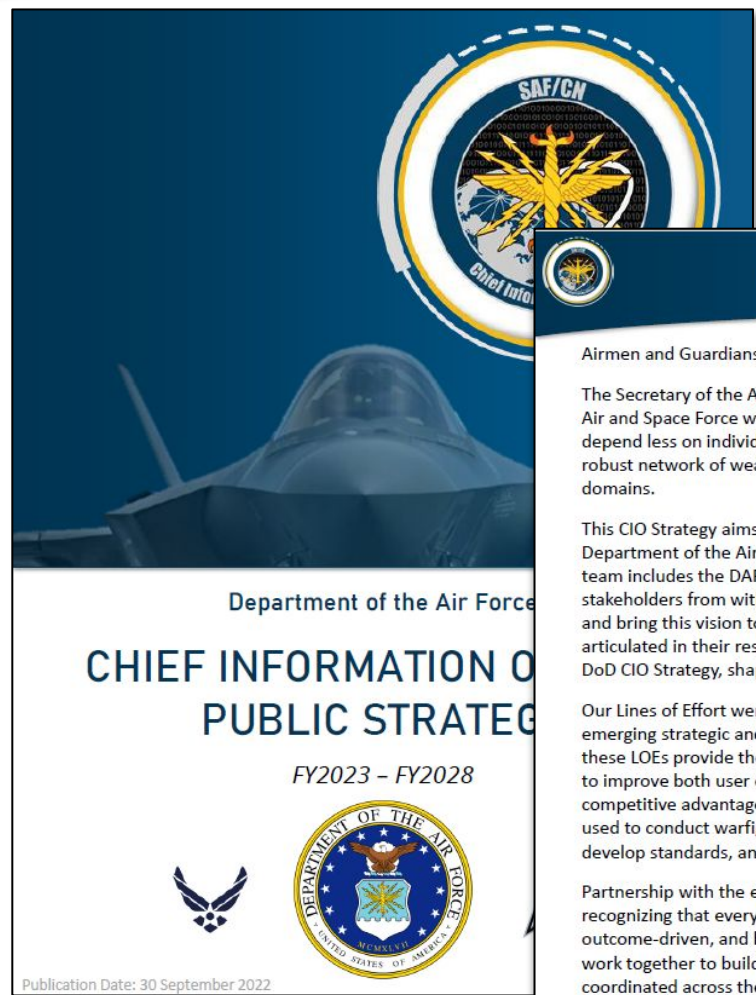
**CIO  
Focus**

📁 **Run IT Like a Business**

⚙️ **Exploit Technology**



# DAF CIO STRATEGY



## 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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LEAH G. LAUDERBACK, Lt Gen, USAF Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations  
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# 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.



### LOE 1: ACCELERATE CLOUD ADOPTION *Evolve cloud capabilities to support agility, resilience, and quality of mission applications.*

#### CAPABILITIES:

HYBRID AND EDGE

ACCELERATE ADOPTION

UNIFIED CLOUD OFFERINGS

MODERNIZE ON-PREM  
COMPUTE & STORE

MISSION PARTNER  
ENVIRONMENT FOR CLOUD



### LOE 2: FUTURE OF CYBERSECURITY *Consolidate, secure and automate IT capabilities and services to streamline warfighter effectiveness.*

#### CAPABILITIES:

AWARENESS AND  
RESILIENCY

AUTOMATED VISIBILITY &  
INSTRUMENTATION

MODERNIZE RISK  
MANAGEMENT

INNOVATIVE & MODERN  
CAPABILITIES

RESILIENT CYBER DEFENSE



### LOE 3: WORKFORCE *Empower the civilian & military workforce by providing them with the support and resources they need to further their professional knowledge and skills.*

#### CAPABILITIES:

STRATEGY, POLICY &  
GOVERNANCE

TALENT MANAGEMENT

E-LEARNING

DCWF ALIGNMENT

WORKFORCE OF THE  
FUTURE



### LOE 4: IT PFM *Optimized and mission-aligned digital investments providing greater value to the Air Force & Space Force.*

#### CAPABILITIES:

STRATEGIC ALIGNMENT

FINANCIAL STEWARDSHIP

OPTIMIZATION

POLICY & GOVERNANCE



### LOE 5: EXCELLENCE IN CORE IT & MISSION-ENABLING SERVICES *Provide warfighters with the digital tools to effectively communicate in any environment.*

#### CAPABILITIES:

CONNECTIVITY &  
TRANSPORT

VOICE SERVICES

END USER DEVICES

NOC/SOC

DEVSECOPS &  
APP SUPPORT



### LOE 6: DATA & AI *Leverage data as a strategic asset and shape collaborative data-driven environment.*

#### CAPABILITIES:

DATA DRIVEN OPERATIONS

APPLICATION & PLATFORM  
INTEGRATION

AI/ML READINESS

INNOVATIVE DATA SOLUTIONS



# DAF CIO FOCUS AREAS



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✕ ↑  
✕ **Plan and Execute IT Strategy**

**CIO  
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# DAF CIO | IMPACT ENTERPRISE PRIORITIES



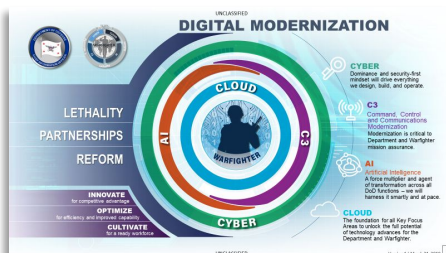
## WHAT DOES THE IT ENTERPRISE NEED TO DO FOR AIRMEN/GUARDIANS?

What will war look like in the future? Where is industry headed?

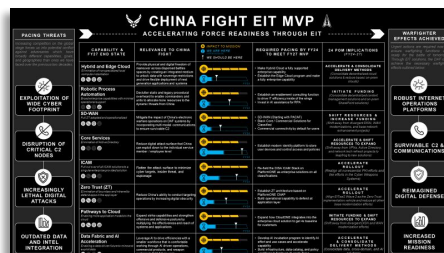
The CIO Strategy Lines of Effort (LOEs) guide operations to align to these strategic directives, setting the operational end state:

LOEs	1. Accelerate Cloud Adoption	2. Modernize Cybersecurity	3. Workforce	4. IT Portfolio Mgmt (PfM)	5. Excellence In Core IT & Mission-Enabling Services	6. Data & AI
Operational End State	Rapid deployment & strong performance of business/mission capabilities from the enterprise to the edge	Secure & resilient digital environment, equipping operators w/ sensing & data integration	DAF workforce enabled to meet future digital challenges, adapt quickly & operationalize tech to drive competitive advantage	Sunsetting expensive redundant capabilities; negotiating enterprise agreements that balance cost, consumability & choice	Networks, devices, digital tools & data needed for mission success with 99.99+% consistency for all Airmen & Guardians	Accessible data that drives decisions and continuous improvements w/ automation, analytics & AI designed into systems

### DOD CIO's priorities



### SECAF's priorities



### DAF CIO Principles







# DAF CIO | PLAN AND EXECUTE IT STRATEGY



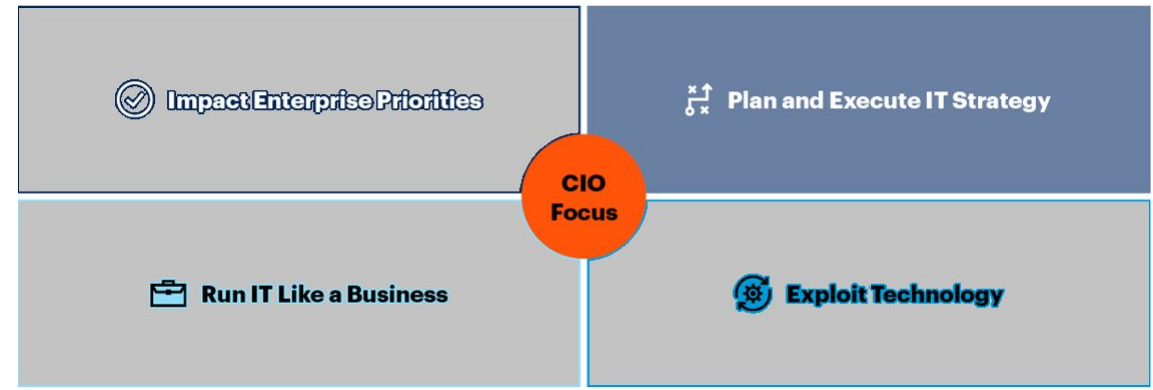
## HISTORICAL DRIVERS HAVE LED TO:

- 1 Bureaucratic change over past 10+ years within IT/Cyberspace has prompted confusion over authority
- 2 2017's AF Information Dominance Flight Plan no longer reflects current technological status
- 3 Changes to the security environment and the DAF's force posture (NDS 2022)
- 4 A capable and well-rounded force that does not have all the tools it needs

## DRIVING NEW STRATEGIC NEEDS TO:

- > Unite a disjointed enterprise, provide guidance, and be forward-thinking
- > Build a digital foundation in data & AI and edge cloud that will be crucial in tomorrow's fight
- > Improve current IT capabilities and provide new capabilities to compete with peer adversaries
- > Empower the workforce – have the right people in the right job with training, incentives, mentorship

- Actionable Objectives within each LOE (*Ways & Means* to achieve their desired *Ends*)
- Reps from stakeholders to build Implementation Plan
- Articulate risk & prioritization, and secure funding





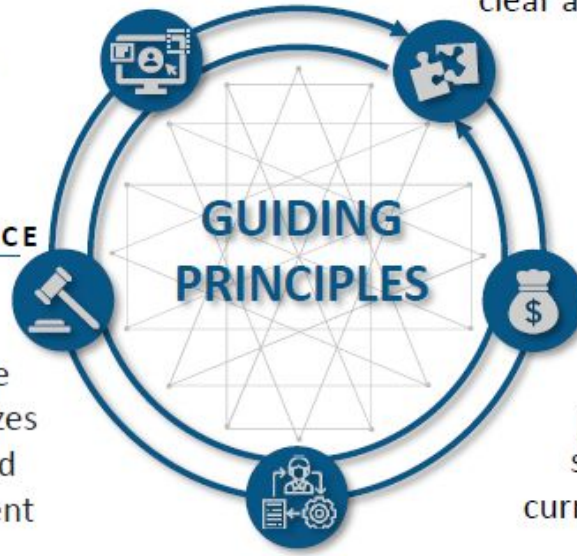


# DAF CIO | RUN IT LIKE A BUSINESS



## WARFIGHTER EFFECTIVENESS

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



## 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.

## 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.

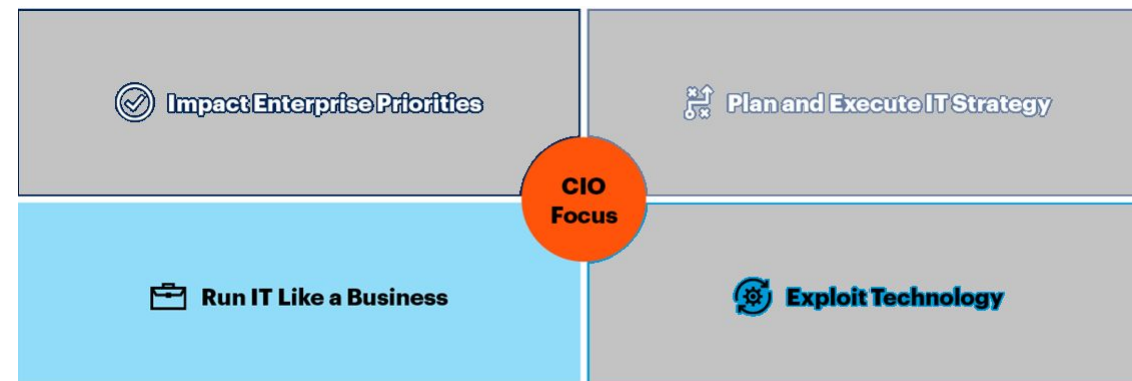
## VALUE-DRIVEN INVESTMENTS

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.

- “MISSION INTIMACY”
- Mission systems vs. Business systems (increasingly no distinction)
- Adapt to customer needs, not vice versa
- Utilize industry best practices
- Success is measured by performance, not accomplishment



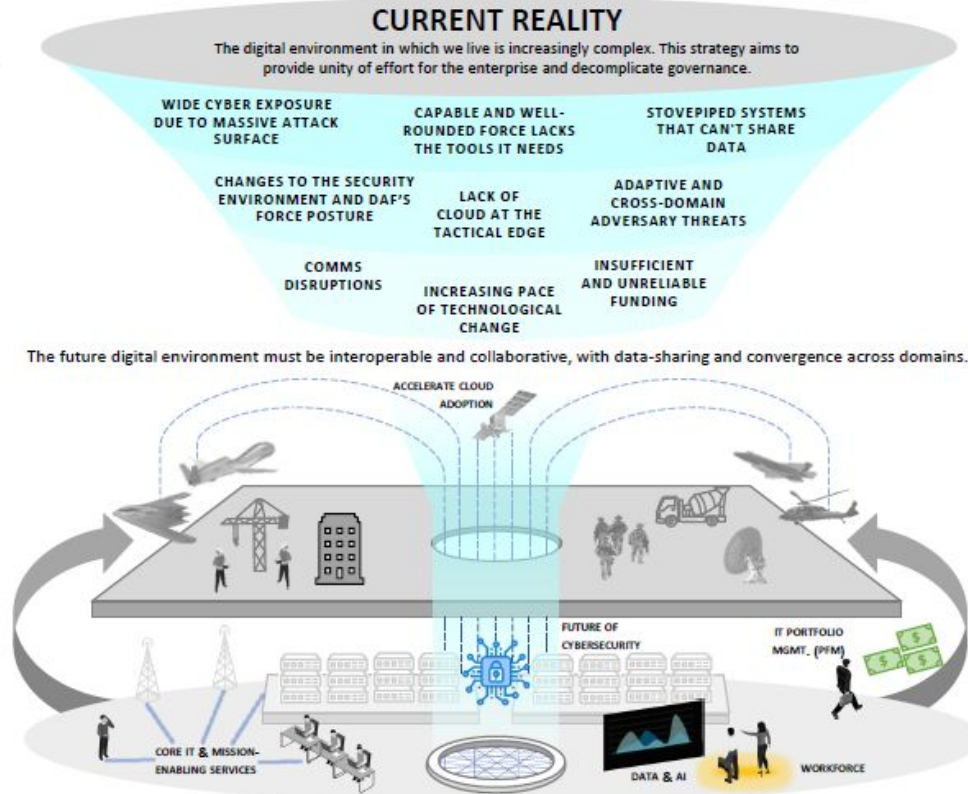


Figure 1: Future DAF Environment supported by DAF CIO Lines of Effort (LOEs)

- Increasing military applicability of all things digital; how do we leverage AND defend against?
- Warfighting by Airmen & Guardians is primarily experienced through data (digital feedback)
- Utilizing Artificial Intelligence and Machine Learning to improve our decision-making cycle (OODA loop)
- Ubiquity of comms and enabling distributed C2 in dislocated environments (satellites & survivability)







# ENTERPRISE YEAR IN REVIEW – MAJOR ACCOMPLISHMENTS



## EITAAS

Moved from Risk Reduction Effort (RRE) to Wave deployment

## ZERO TRUST

Established a DAF Zero Trust Task Force and Pathfinders. PACAF and USAFE architecture buildout on target in FY23

## PLATFORM ONE & KESSEL RUN

Supported Afghanistan evacuation powered through Platform One and Kessel Run

## DATA FABRIC

Established DAF Data Fabric identifying the six Big Data Platforms across the DAF to form the DAF "BIG-6"

## O365

Upgrades eliminated DSET. Availability of low code automation tools. New IL-5 capabilities added periodically

## EDC & END POINTS

Replaced and upgraded over 200k endpoints. Updated GPO policies from 1900 down to 42. Automated patching

## USER EXPERIENCE

Improved UX by 19 points and IT productivity by 50%

## IWN

Integrated Warfighting Network proved resilient agile comms capability for integrated fires during Valiant Shield

## UNIFIED PLATFORM

Delivered Unified Platform Distant Rook capability for Hunt Forward Cyber Ops teams



**View the published DAF CIO Public Strategy  
and the LOE Objectives at  
[www.safcn.af.mil](http://www.safcn.af.mil)**

**Learn how you can contribute  
and provide us your feedback.**

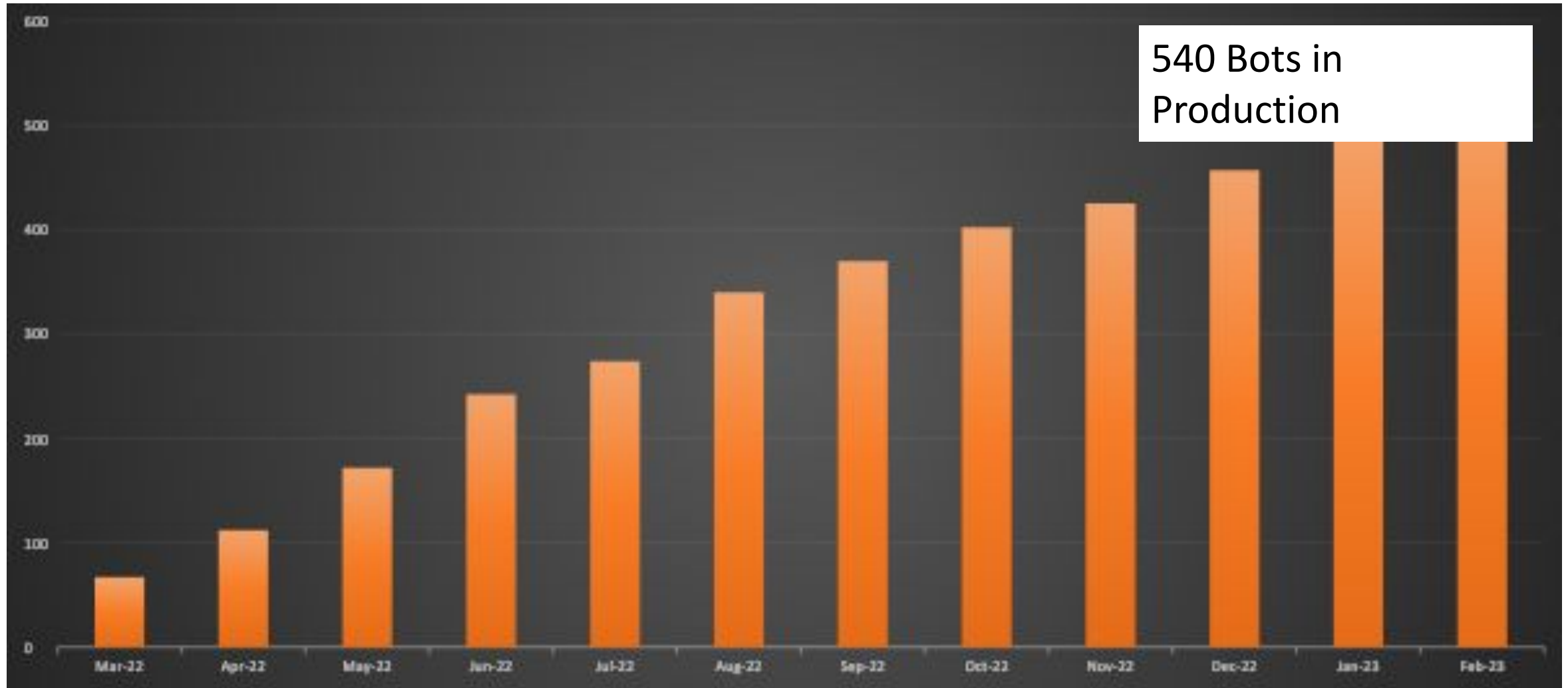




# DAFBOT Scoreboard

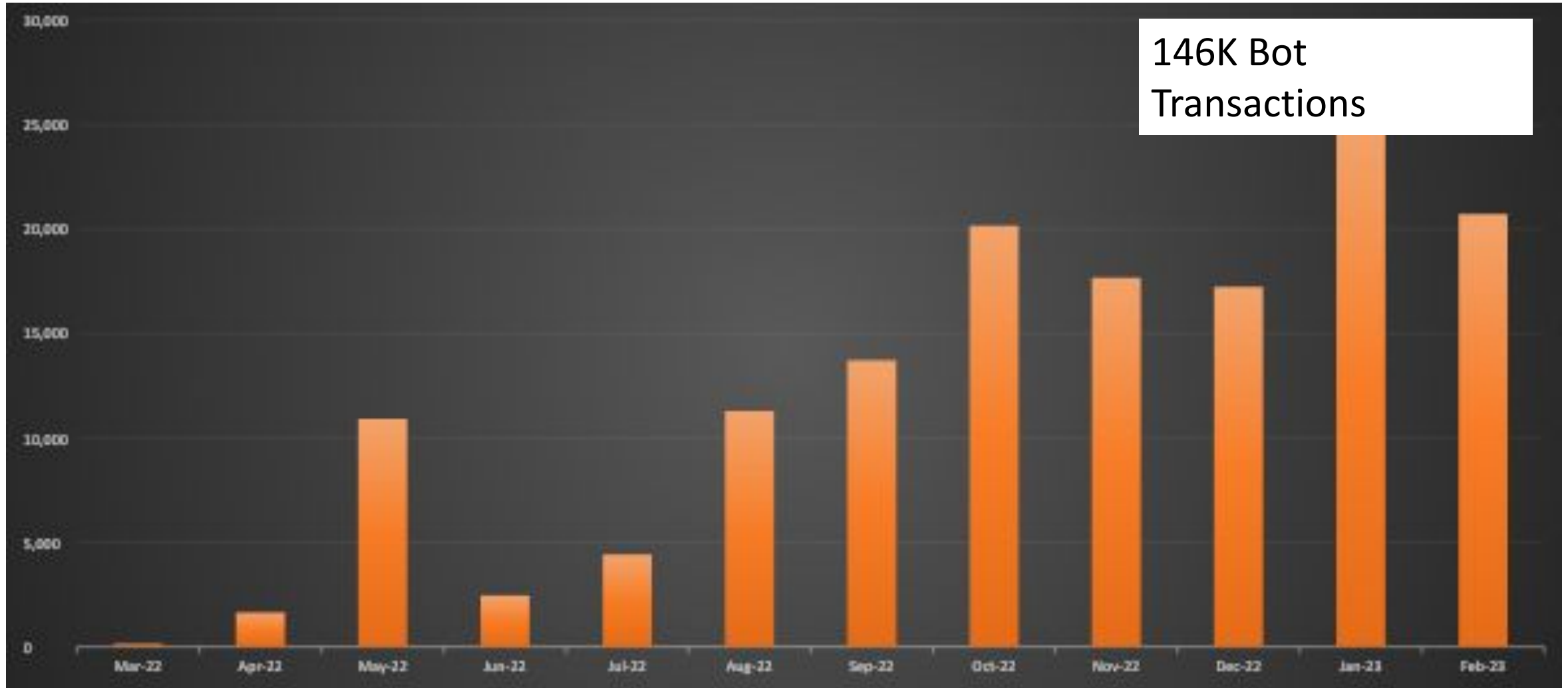


# Aggregate Bots in Production



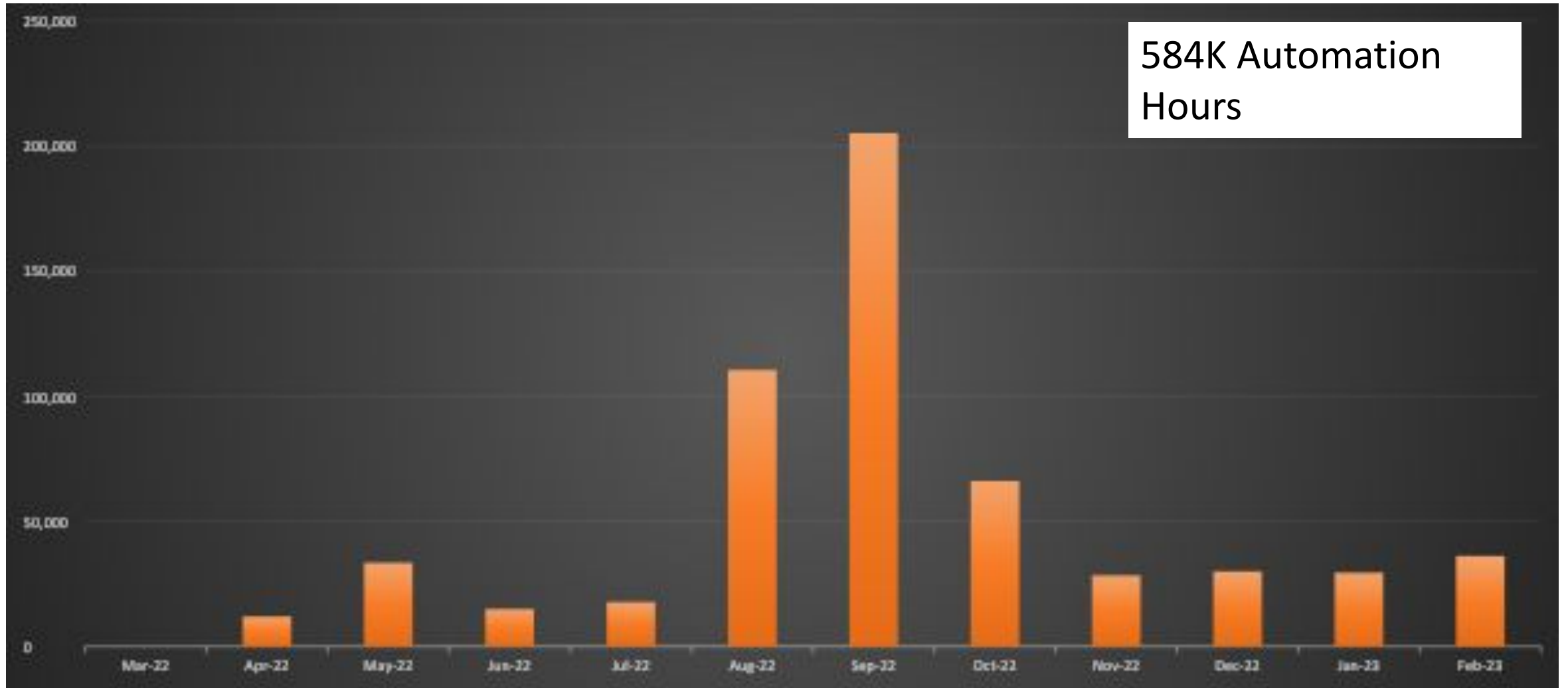


# Monthly Bot Transactions





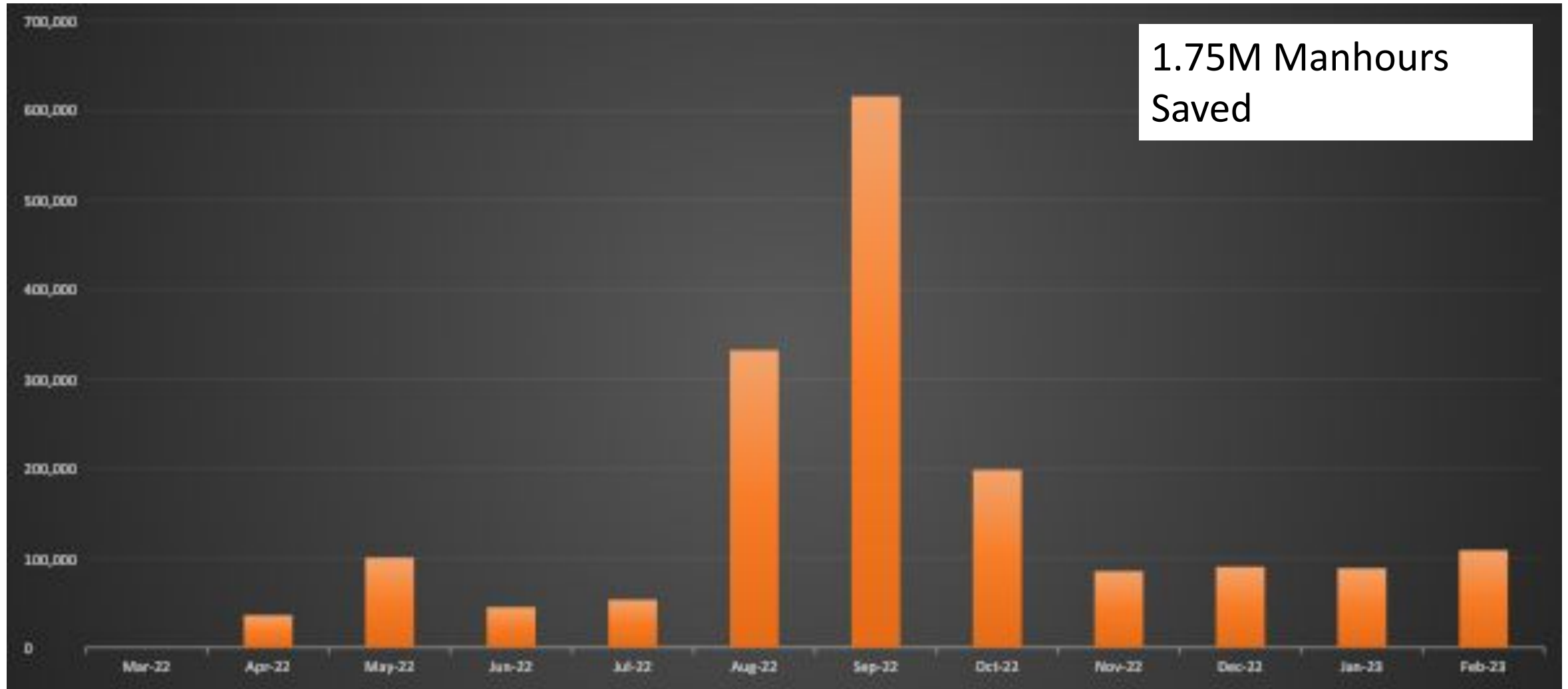
# Monthly Automation Hours







# Monthly Manhour Savings





# CROWS

CYBER RESILIENCY OFFICE FOR WEAPON SYSTEMS



## Eagle Eye: Securing the Software Supply Chain: A CROWS Funded Project for PEOs BES and C3I&N



# Take Total Control Over Software Deployed to Our Aircraft, Networks and Systems

Develop and deploy DAF-specific, salient features of the Top Cloud Company Best Practices and Processes:

- Scanning rigor, repeatability (multi-dimensional)
- Engender a quantitative culture
- Software Bill of Materials
- Open Source Component Formalization
- Build & hash & interrogate our own executables
- Move “Beyond DevOps”