

Department of the Air Force

Integrity - Service - Excellence



DAF Information Technology and Cyberpower (DAFITC)

BMA Modernization Brief



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SAF/MG
29 - 31 Aug 2022



DAFITC 2022 Theme & Tracks

“A Resilient Digital Air and Space Force: Enabling Deterrence Through Cyber”

■ **Track 1: Integrated Deterrence**

- JADC2 and ACE
- Interoperability (Joint, Allies, & Partners)
- ABMS

■ **Track 2: A Digital Air & Space Force**

- Software Dev/SecOps
- Data & AI
- User Experience

■ **Track 3: Next-generation Networking**

- Cloud/Edge computing
- Zero Trust
- Application and Programming Interfaces (APIs)

■ **Track 4: Operationally-Focused Cybersecurity**

- Advanced Threats
- Information Warfare
- Securing the Software Supply Chain

■ **Track 5: Enabling Digital Talent/Human Capital**

- Training/Education
- Development
- Diversity & Inclusion





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Briefing Focus Points



- **Strategic Drivers**
- **Digital BMA Journey**
- **Current BMA Strategy Lines of Effort**
- **Capital Asset Planning**
- **BCAC Process Assessment**
- **BMA “As & To Be” Environment**
- **BMA Mod Transformation Journey**
- **Legacy Systems/Processes Rationalization**
- **Modernized BMA**



Strategic Drivers



SECDEF – Message to the Force:

“Ensuring that the Department develops the right people, priorities, and purpose of mission to continue to defend the Nation from enemies foreign and domestic.”

Capability Planning Guidance (CPG)

Secure and compliant systems focusing on Identity, Credential, and Access Management (ICAM), Federal Financial Management Improvement Act (FFMIA), and Standard Financial Information Structure/Standard Line of Accounting (SFIS/SLOA).

CSAF – “Accelerate Change or Lose”

Focus on the Joint Warfighting Concept, enabled by Joint All-Domain Command and Control and rapidly move forward with digital, low cost, high tech, war-fighting capacities.



Secretary of Defense
Mr. Lloyd J. Austin III



Secretary of the Air Force
Mr. Frank Kendall III



Air Force Chief of Staff
General Charles Q. Brown, Jr.



DAF Deputy Chief Management Officer
Mr. Richard W. Lombardi

Reform the
Department for great
performance and
affordability

Cost-effectively
modernize ... to increase
the lethality of the force.

Strengthen our alliances
... because we are
stronger together.

DAF Operational Imperatives (OIs)

Transition the DAF to a wartime posture. Cybersecurity and Defense (CS&D), focused on non-kinetic attacks from a peer adversary that would prevent the DAF from generating combat power.

SECAF - Cyber-Task Order (CTO)

Assigned Business Systems to leverage enterprise IT services to the maximum extent possible in future system recapitalization efforts and new programs or systems in the POM cycle.

Business Mission Area Strategy

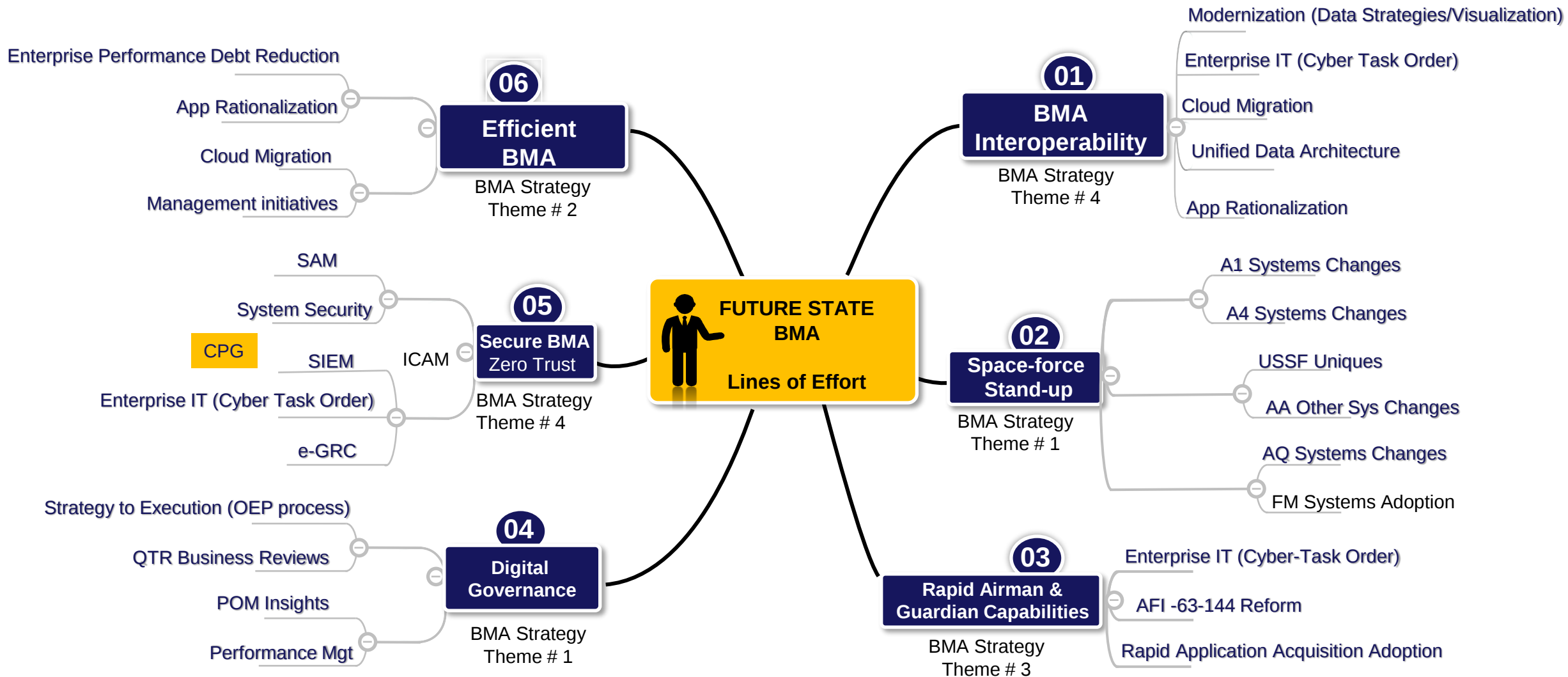
Provides BMA stakeholders a directional product for aligning enterprise initiatives to achieve Congressional, DoD and DAF Imperatives. Key components includes, defining a performing governance construct, building cost effective and efficient operations, rapidly fielding capabilities to Airman and Guardian and modernizing the BMA environment.

Drives IT Portfolio Plans and Priorities





BMA Transformation Lines of Efforts



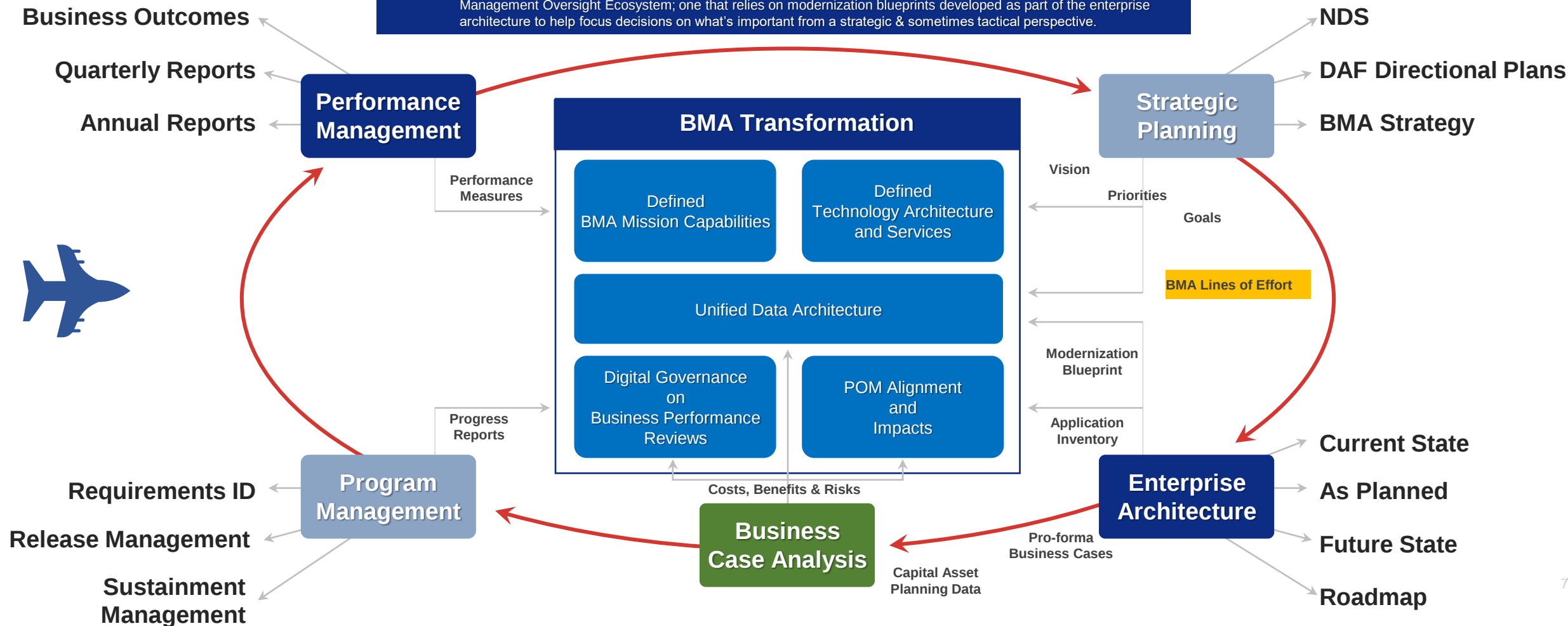


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CAPITAL ASSET PLANNING IN BCAC to Achieve BMA Objectives



We believe the best BMA digital transformation approach is to make it part of a larger integrated Investment Management Oversight Ecosystem; one that relies on modernization blueprints developed as part of the enterprise architecture to help focus decisions on what's important from a strategic & sometimes tactical perspective.





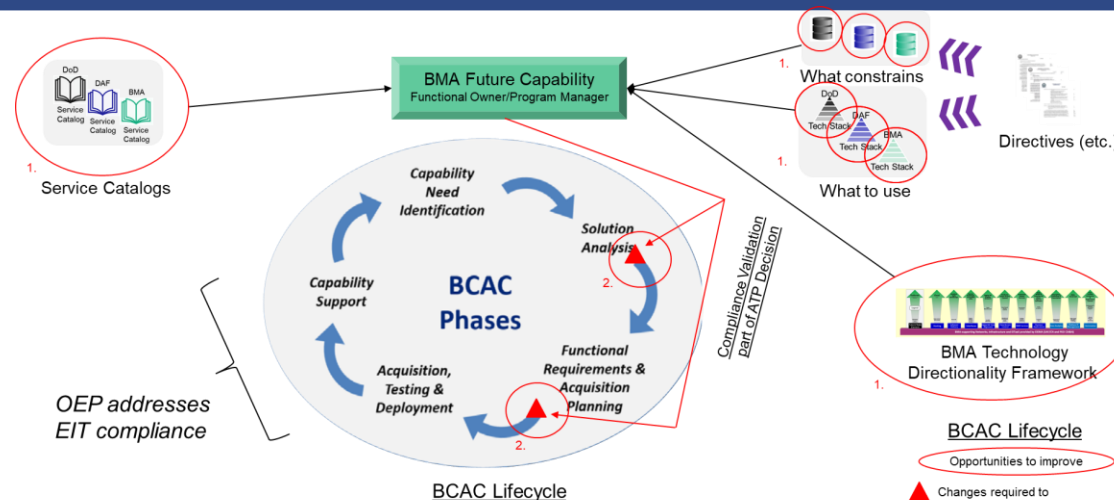
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BCAC Process Assessment

Background

- IAW DODI 5000.75, 2 Feb 17, (Chg 2, 24 Jan 20) / DAFI 63-144 (in rewrite)
- Covers defense business capabilities and supporting business systems, including “as a Service”
- Requires updates to phases 2 and 3 deliverables



Required Changes

- Build and maintain repository of “directed” (tech stack) and “available” (service catalog) IT services
- Identify standard platform app development systems w/ Business Enterprise Architecture-defined scopes
- Update DAFI 63-144 to update Business Enterprise Architecture capability documentation and assessment requirements for available IT services
- Update BMA Technology Directionality Framework

Expected Outcomes

- At end of BCAC phase 2, identification of BEA-based mission capabilities to enable IT service reuse
- At end of BCAC phase 3, assessment of available IT services within application’s acquisition business case
- Updated Technology Directionality Framework based on progress from technology direction to formal guidance



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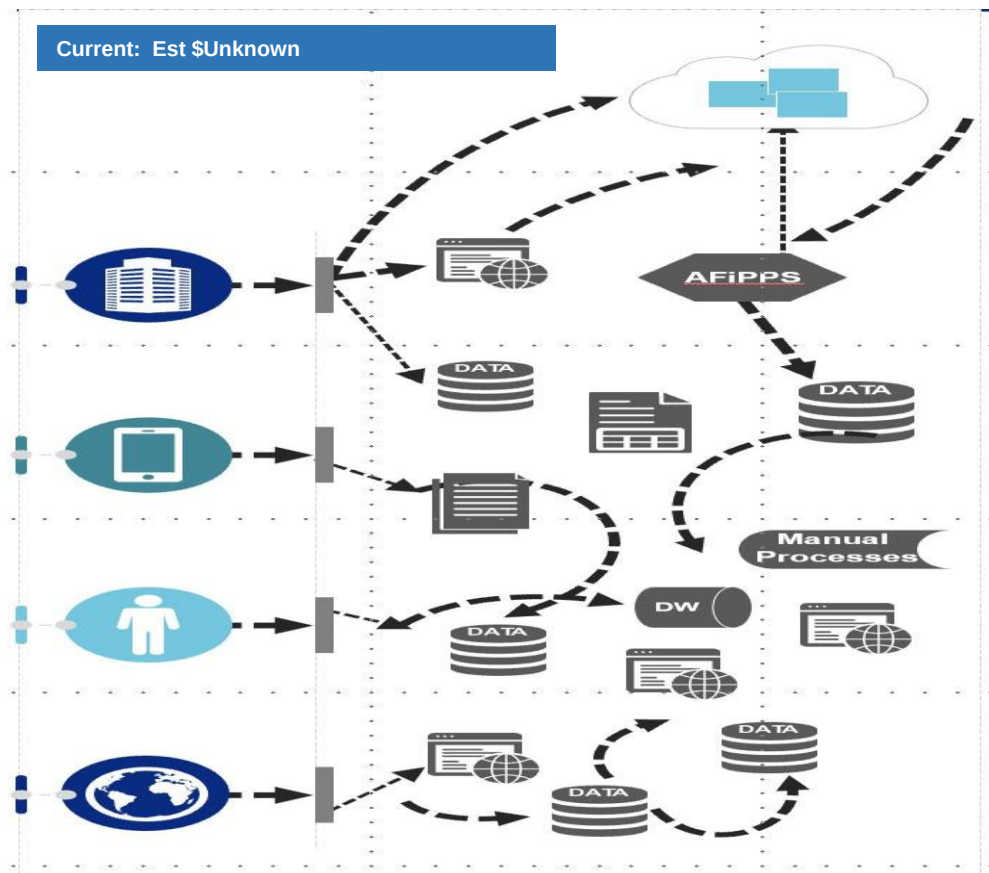
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As is and To Be

Legacy Technology to Services Environment

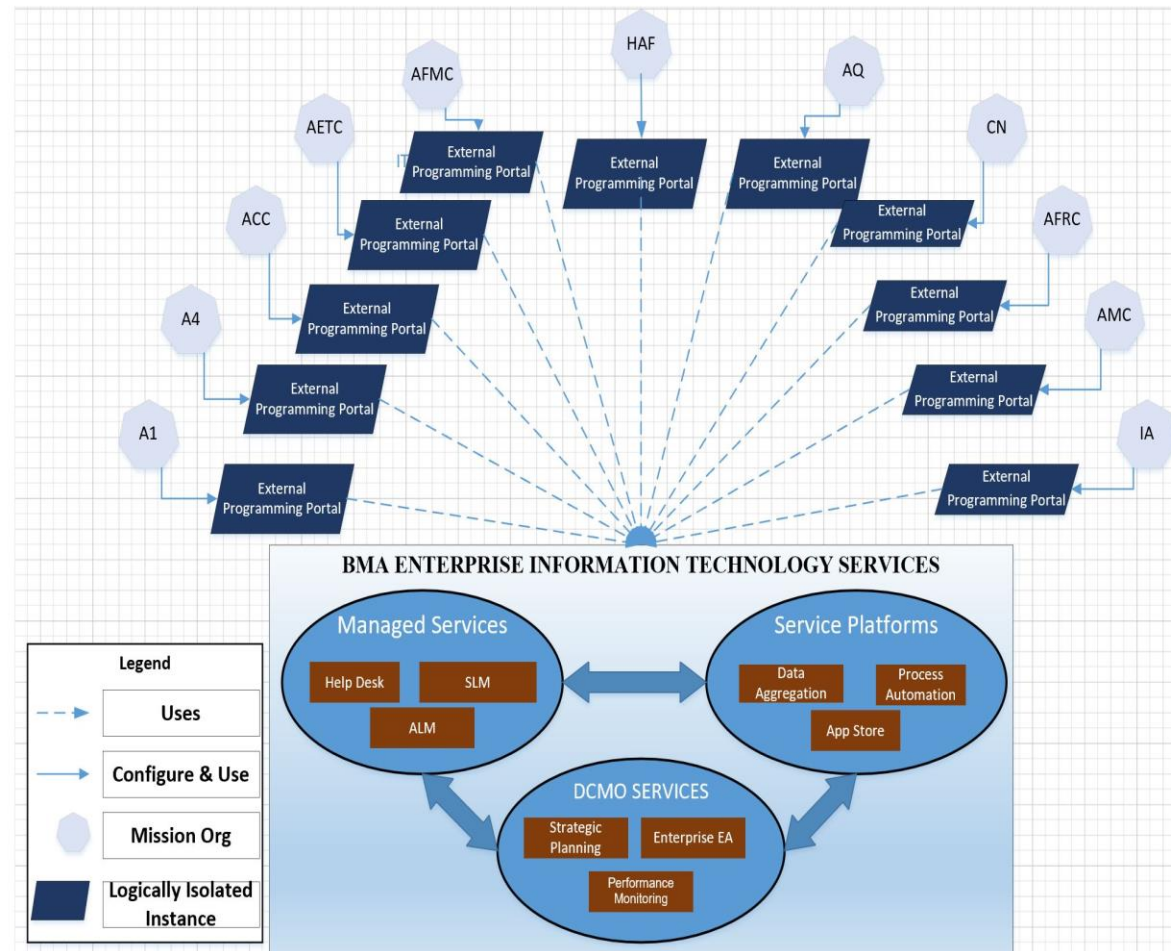


CURRENT STATE MULTI-SYSTEMS ENVIRONMENT



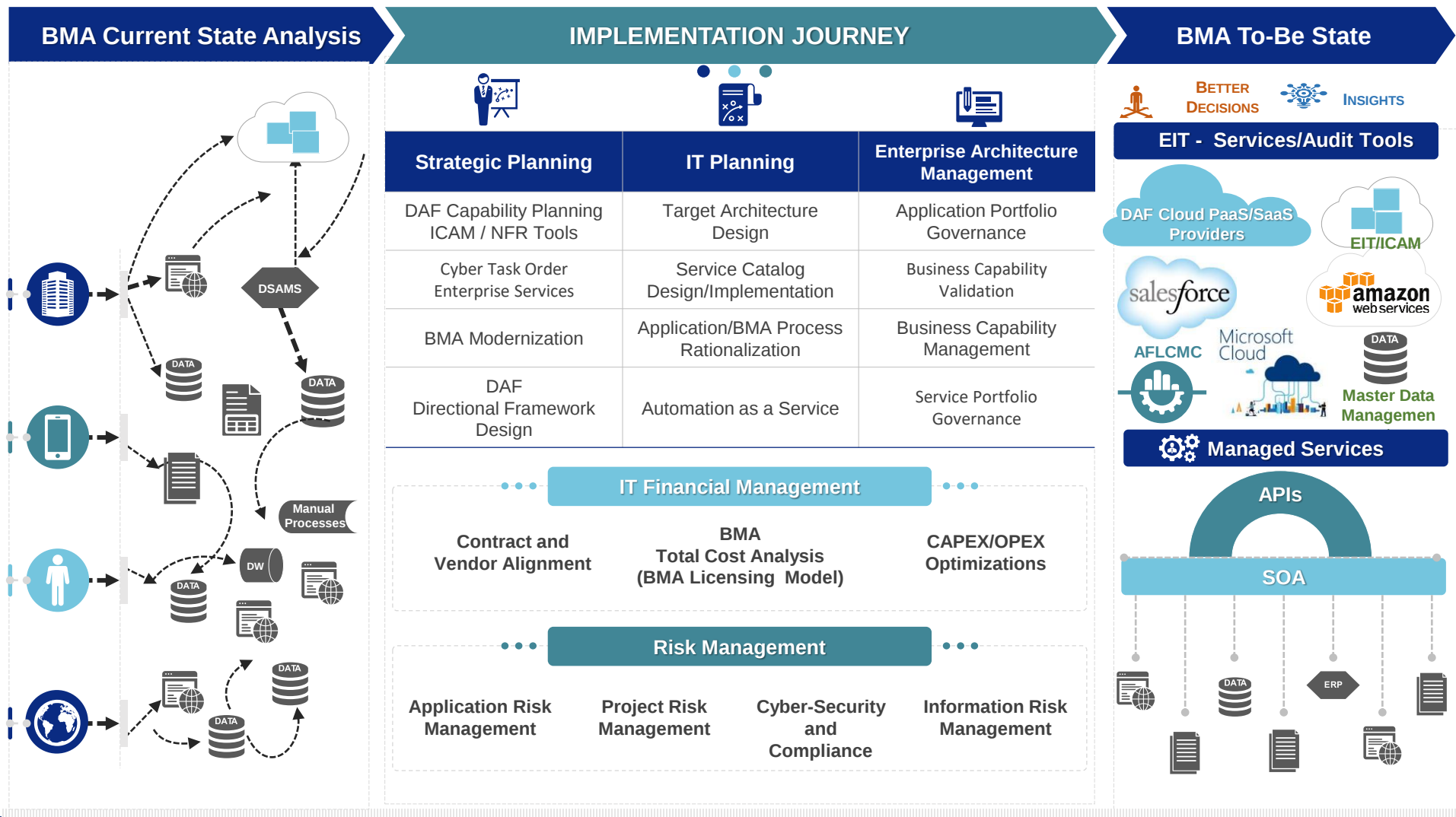
Numerous disparate, siloed systems without an enterprise approach to prioritizing requirements, designs, sustainment, and security.

FUTURE STATE MODERNIZED LEVERAGING ENTERPRISE IT SERVICES





DAF BMA Transformation Journey



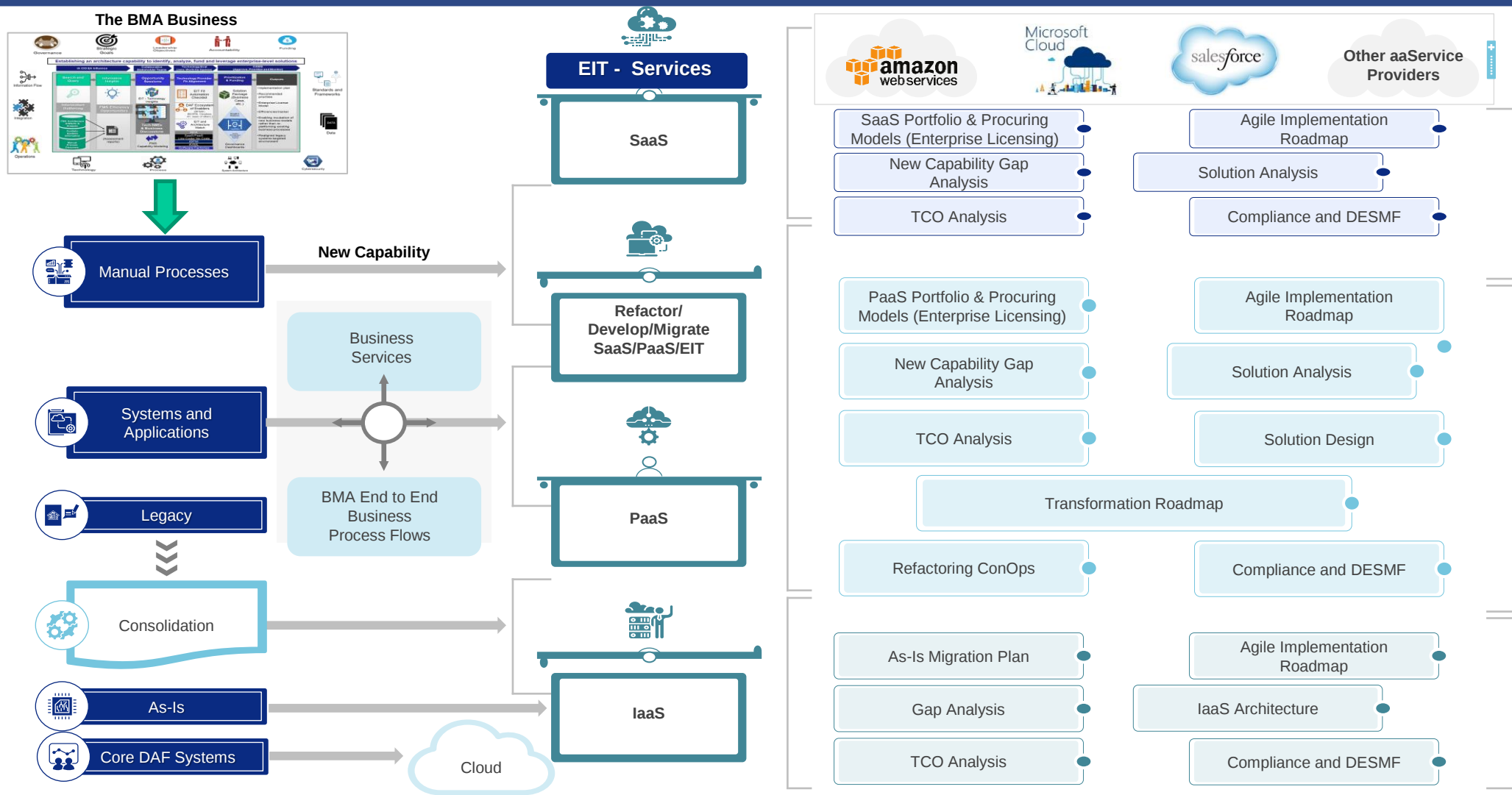


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Legacy Systems/Processes Rationalization Ecosystem



400+ DBS





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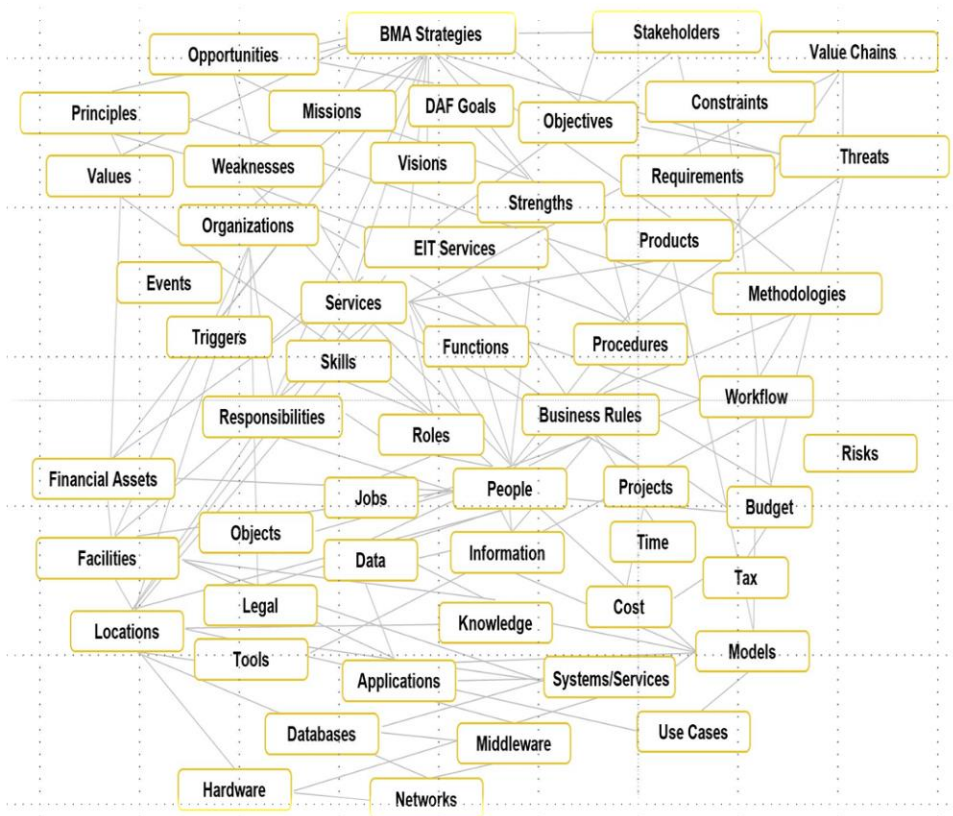
BMA “Must” Modernize

BMA Strategy - Strategic Theme #4

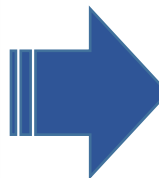


Siloed BMA DISCIPLINES & INITIATIVES (D&I)

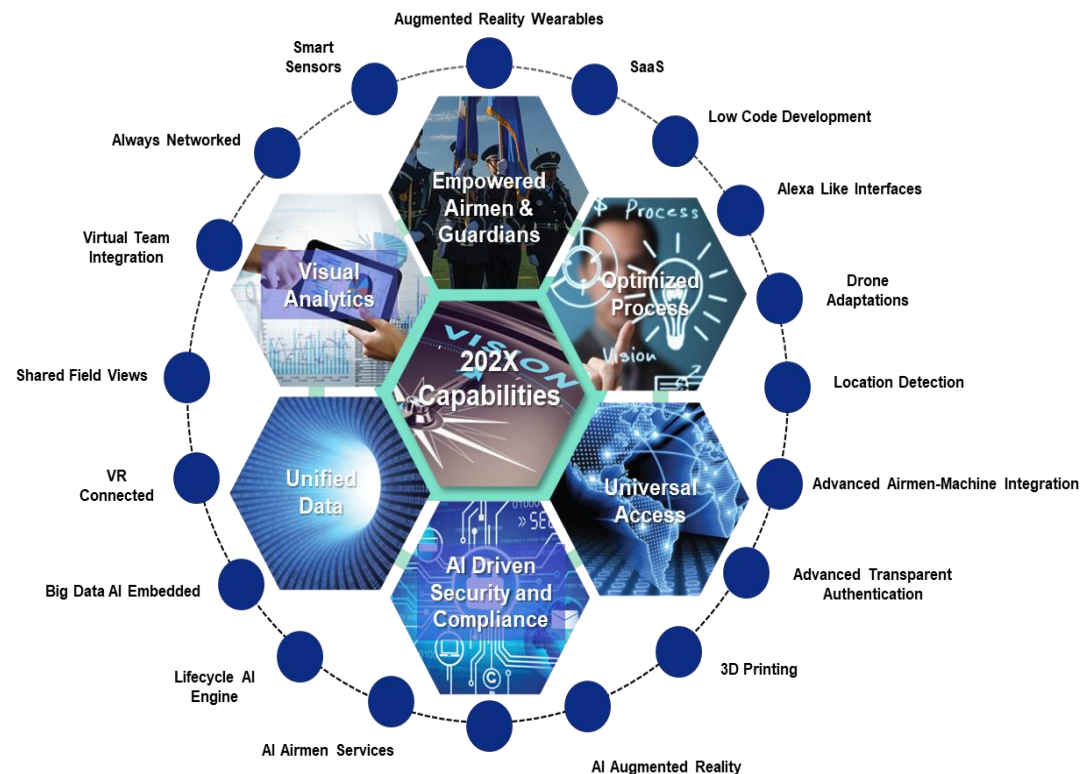
Current BMA environment too complex to manage and must “Modernize” to achieve Changing Goals and Objectives.



Transition



OneBMA



Business Processes are Natural Organizers and Connect Capability to Strategy



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Thank you



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Back Up



Definitions

- **IT Services:** Services that include outsourced IT-based business processes, outsourced IT, and outsourced information functions
- **IT Platform:** any hardware or software used to host an application or service. Examples include storage/processing (e.g., cloud), low-code no-code development (and operation) environments (e.g., Salesforce), etc.
- **IT Pipeline:** set of tools and automated processes utilized by the software engineering team to compile, build, and deploy code
- **Application:** software that provides a business functionality that you can use internally, externally, or with other business applications
- **Tech (solution) Stack:** combination of technologies used to build and run an application or project
- **Service Catalog:** is an organized, searchable, digital presentation of the services that your company provides



What will change?

TRANSFORMATION:

- All departments (business and enablers) will take advantage of enterprise IT services
- Policies changes implemented that enable business and war fighter transformation; driven by automation using cloud service models (SaaS /PaaS - /IaaS, Dev/Ops, AI/ML, etc).
- New demands can be aligned with future state services; ability to drive transformation by leveraging existing enterprise services
- The current development activities needs to be re-aligned with CIO's Cloud Operating Model; development of these functionality will move toward a shared services model. The Department will no longer invest in tech when better options are available in the cloud.

GOVERNANCE:

- Department can now be facilitated at the enterprise level connecting business and war capabilities
- Transform governance capability by implementing automated enterprise process instruments to achieve an innovative connected environment that aligns with multi-domain strategic goals and objectives.
- BMA council Decision makers are provided the necessary tools (roadmaps & intelligent instruments'), processes and information to guide the DAF.

MANAGEMENT:

- Avoid wasting budget on things that do not matter to the department; evaluate airman's experience and bring ROI to commanders.
- Provide DAF the ability to shrink or evaporate sustainment footprint. The digital world will require more dev/sec/ops support functions and resources for sustainment.
- On-demand (OEP out of cycle agility); service needs will increase driving rapid application changes.
- Drive CAPex and Opex Efficiency.